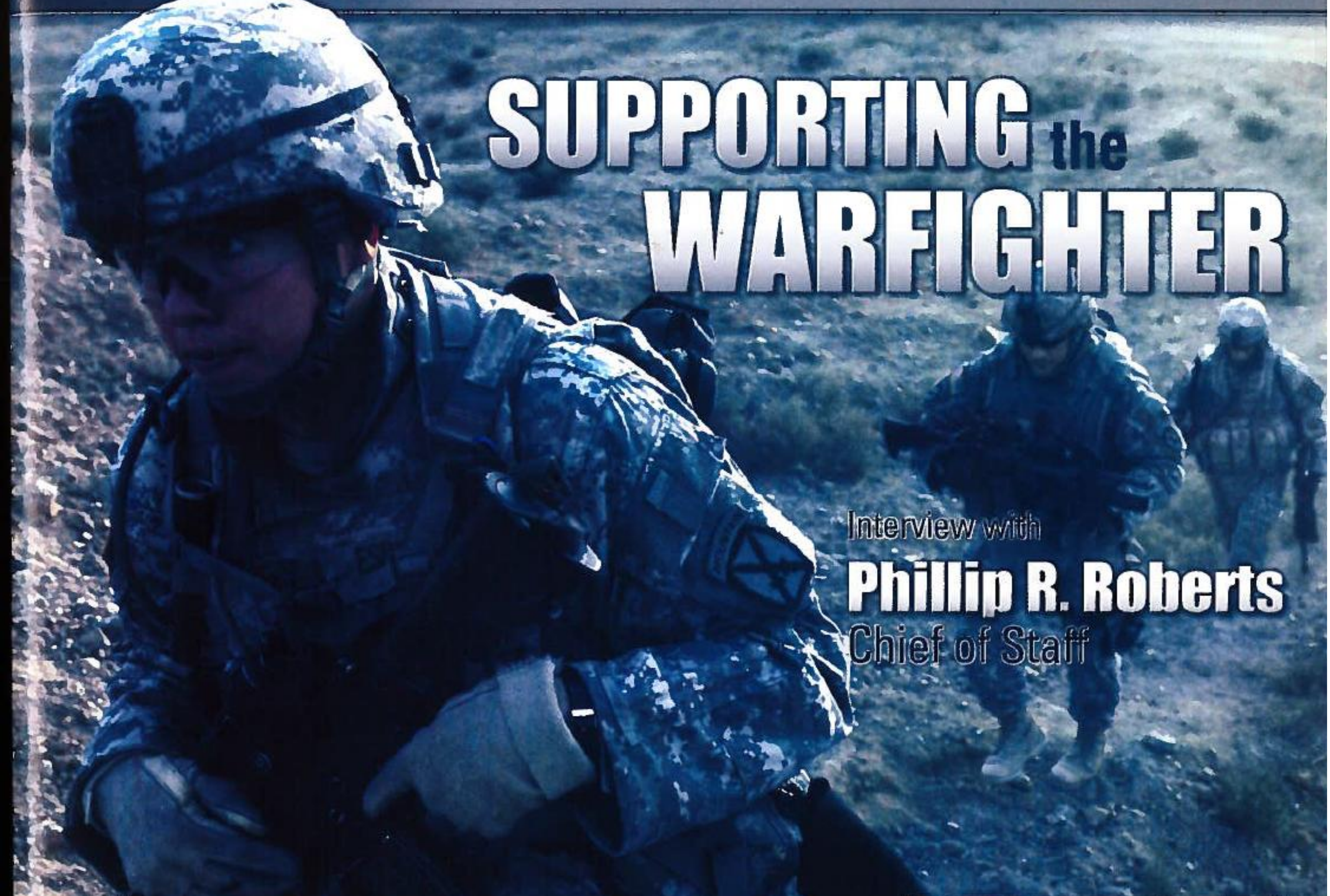
COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

SEPTEMBER/OCTOBER 2007

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION



SUPPORTING the WARFIGHTER

Interview with

Phillip R. Roberts

Chief of Staff

Professional Profile of Michele Platt

PLUS...

- Collection Keeps Alive Memory of Sept. 11 Victims
- Remodeling Defense Intelligence: DIA is 'Ready to Go'
- DIA's Afghanistan Intelligence Cell
- DIA Police Officer Teaches Law Enforcement to Iraqis

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COMMUNIQUÉ

A Defense Intelligence Agency Publication

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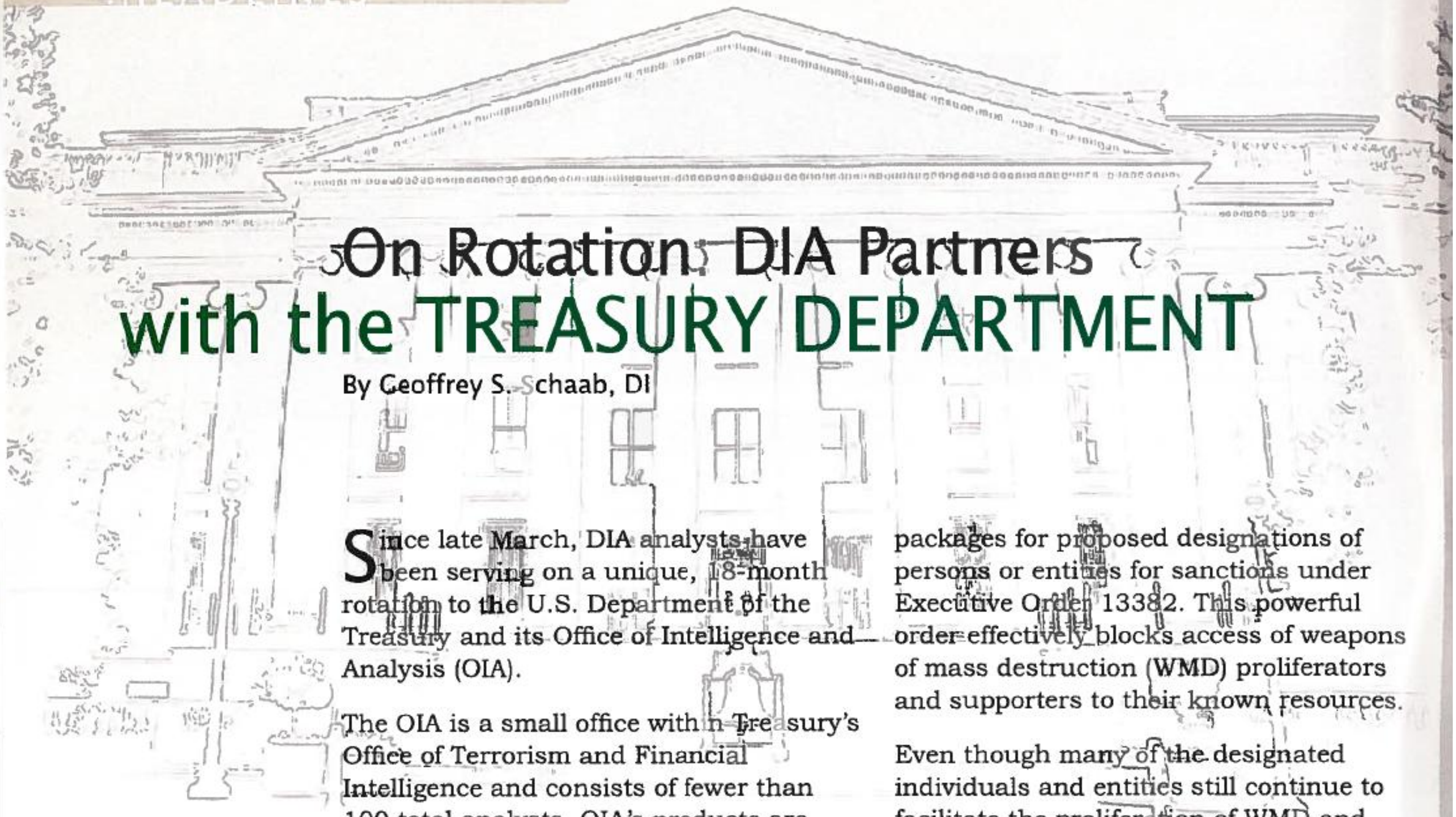


On Rotation: DIA Partners with the TREASURY DEPARTMENT

By Geoffrey S. Schaab, DI

Since late March, DIA analysts have been serving on a unique, 18-month rotation to the U.S. Department of the Treasury and its Office of Intelligence and Analysis (OIA).

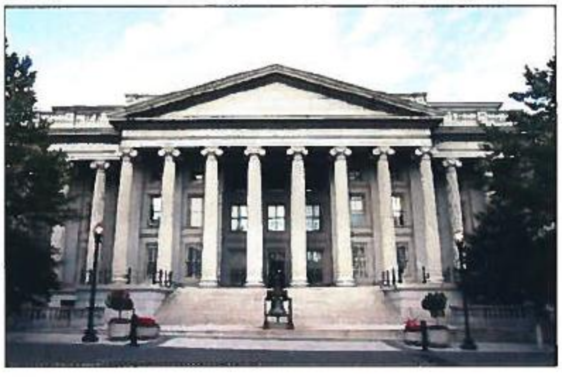
The OIA is a small office within Treasury's Office of Terrorism and Financial Intelligence and consists of fewer than 100 total analysts. OIA's products are specifically tailored for senior Treasury Department policymakers. OIA also provides valuable information, including occasional leads, to sister Treasury offices such as the Office of Foreign Asset Control, which deals with sanctions enforcement.

Daily engagement with personnel from the policy offices offers a far different experience than the analysts' positions at DIA, and being just across the street from the White House and the National Security Council provides a far different atmosphere.

The analysts have been working with the OIA Office of Transnational Issues on specific counterproliferation and United Nations (U.N.) sanctions enforcement projects. They have also been afforded the opportunity to craft evidentiary packages for proposed designations of persons or entities for sanctions under Executive Order 13382. This powerful order effectively blocks access of weapons of mass destruction (WMD) proliferators and supporters to their known resources.

Even though many of the designated individuals and entities still continue to facilitate the proliferation of WMD and ballistic missile components, the fact that they are designated by the U.S. government for sanctioning makes any transaction that much harder and raises the costs for them to do business.

With the director of national intelligence stressing joint assignments in the intelligence community (IC) and closer coordination between analytic partners, DIA's analysts have helped arrange and manage interagency meetings with counterparts at the State Department, National Security Agency and Central Intelligence Agency. They have also been able to forge new internal contacts within the Directorate for Analysis (DI) with personnel from the Counterproliferation Support (CPT), Regional Assessments (RAO) and Joint Intelligence Task Force-Combating Terrorism (JITF-CT) offices. DIA's



contributions, through State Department channels, have also been noticed and applauded by counterparts working sanctioning programs within the U.N.

This relationship will continue to have both short and long term benefits for DIA and the Treasury Department. DIA analysts have provided a defense intelligence perspective on substantive Treasury Department issues, and the agency has gained immediate reach-back ability, as needed, on time-sensitive issues affecting both organizations.

Collection Keeps Alive MEMORY of Sept. 11 Victims

By Judith L. Bellafaire, DA

The date September 11, 2001, is seared on the national consciousness; it is a day the American people will never forget.

For those of us living in the Washington area, the horror of watching on television as two planes flew into the twin towers of the World Trade Center complex was compounded when we saw, felt or heard Flight 77 crash into the Pentagon.

Of the 184 people who lost their lives that morning in Washington, 125 worked at the Pentagon. Seven DIA employees, working for the Office of the Comptroller, were among those who died.

— *Rosa M. Chapa:* who had dreamed of working in the Pentagon ever since high school.

— *Sandra N. Foster:* whose husband drove to the Pentagon as soon as he learned of the disaster and searched for his wife for two days. He refused to leave until her fate was determined.

— *Robert J. Hymel:* a former Air Force combat pilot who had been decorated for heroism in Vietnam. He had talked on the phone with his wife just moments before he died in the crash.

— *Shelley A. Marshall:* who took her two young children to the Pentagon Day Care Center before heading to her office in the Pentagon that morning. When her panicked husband located the children after the crash, he knew something had happened to his wife — otherwise she would have been there with them.

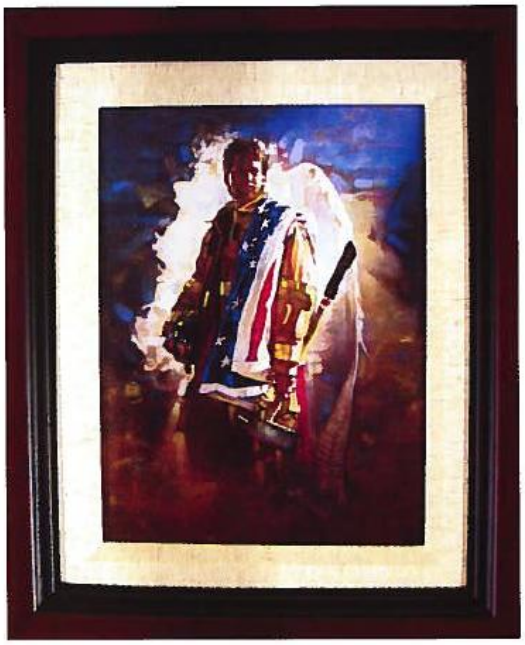


Image part of Alex Masone's collection

— *Patricia E. Mickley:* who enjoyed making dolls for her daughter. She was seated just 30 feet from the nose of the plane.

— *Charles E. Sabin:* an avid gun collector and a Vietnam veteran. He was planning to retire to the country in West Virginia.

— *Karl W. Teepe:* who was married 34 years to his high school sweetheart. He was known to make the funniest face possible when having an I.D. photo taken.

Alex Masone had been working for DIA for four years at the time of the attack. He personally knew all seven of the DIA employees killed on Sept. 11. Masone felt

a strong connection to all aspects of the tragedy because he and his family had moved to Washington from New York.

THE PENTAGON
SEPTEMBER 11, 2001

Image part of Alex Masone's collection

Shortly after Sept. 11, Masone began collecting memorabilia and attending memorial events related to 9-11. When his colleagues learned of his efforts, they asked him to share parts of his collection with DIA. Much of Masone's collection is currently on display at the Pentagon and the DIAC 4th floor.

The framed artwork Masone has collected includes a touching portrait of a fireman draped in the U.S. flag, an artist's rendition of the U.S. flag hanging from a wall of the damaged Pentagon, and groupings of collectible Sept. 11 silver and pewter coins.

The Office of Historical Research thanks Masone for his generosity in loaning significant parts of his collection so that they may be placed on display and viewed by DIA personnel — helping ensure we do not forget our fallen colleagues.

JMAS Instructors Bring Home BEST PRACTICES

By Office of Learning and Career Development staff, HC

As part of a national educational accreditation team, instructors from the Directorate for Human Capital Office of Learning and Career Development (HC/HCL) are exposed to the best practices of many learning institutions. They bring knowledge of those practices back home to ensure continued development and excellence in DIA schools.

In 2006 the Joint Military Attaché School (JMAS) successfully completed the process for full academic accreditation. Following the accreditation, several JMAS instructors were selected to become certified evaluation team members by the Council on Occupational Education — a national accrediting agency for public, private and Department of Defense educational and training institutions.

Evaluation team members can be sent worldwide and sometimes visit multiple locations associated with an institution. As proven leaders in training, team members use their expertise and experience to help institutions grow and develop. Evaluation team members from HCL also use the opportunity to observe an institution's organizational and instructional best practices and consider if those practices can be applied at DIA.

On a visit to the National Geospatial-Intelligence College earlier this year, for instance, team member Don Green, a

JMAS instructor, traveled to locations in St. Louis and Fort Belvoir, Va. There he observed and assessed an exceptional instructor professional development program. Today, JMAS is working with the school to identify processes that can be adapted and integrated into DIA's own instructor development programs.

Francine McConville, another JMAS instructor, evaluated the Center for Information Dominance in Norfolk, Va., and Pensacola, Fla. There, she assessed processes the U.S. Navy uses to design scenario-based instruction. McConville is now working on comparing those processes to similar HCL training processes.

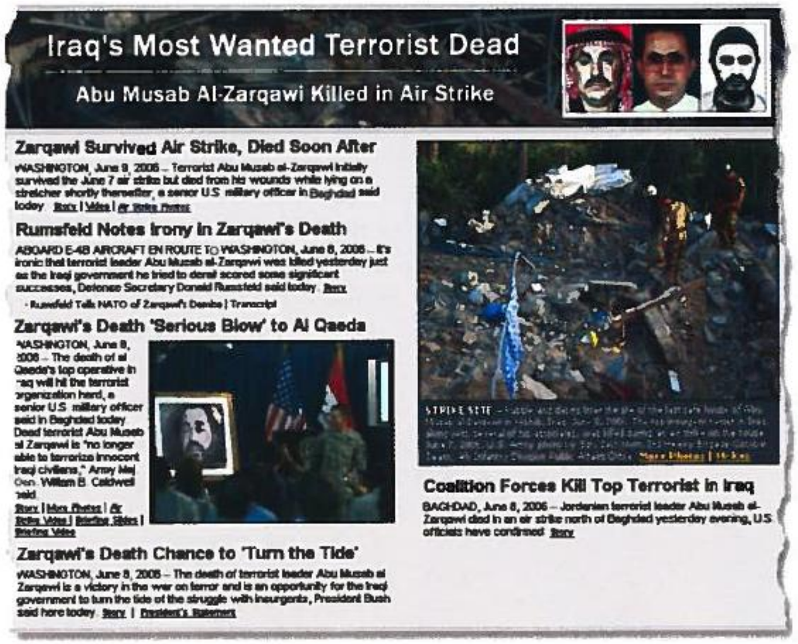
Observing and assessing practices used successfully by other institutions provides HCL instructors an opportunity to help improve training processes back at DIA. This participation continues to put DIA in the mainstream of the training community, ensuring that high educational standards are in place, relevant, effective instructional practices are used, and quality remains integral to instruction and training.

The Late Abu Musab al-Zarqawi

By LCDR Youssef Aboul-Enein, DI

Loretta Napoleoni is a scholar of international terrorism who combines scholarship, analysis and foresight, along with frequent visits to the Middle East and Afghanistan, for an alternative assessment of the Iraqi insurgency. Her latest book, "Insurgent Iraq: Al-Zarqawi and the New Generation," delves deep inside the Iraqi insurgency and offers an excellent biography of the late al-Qaida in Iraq leader Abu Musab al-Zarqawi.

Napoleoni argues that Zarqawi's generation represents younger, less educated and less political operators than Ayman Muhammad Rabaie al-Zawahiri and Osama bin Laden. The al-Qaida legacy may descend into simple anarchy with no strategic path toward the establishment of an Islamic emirate. The book postulates that the media, the United Nations and former Secretary of State Colin Powell made al-Zarqawi larger than life by publicly linking him to both Saddam Hussein and bin Laden in the run up to Operation Iraqi Freedom. Researching al-Zarqawi's biography paints a less strategically competent figure and one at odds with the methodology of bin Laden.



Iraq's Most Wanted Terrorist Dead

Abu Musab Al-Zarqawi Killed in Air Strike

Zarqawi Survived Air Strike, Died Soon After

WASHINGTON, June 9, 2006 – Terrorist Abu Musab al-Zarqawi initially survived the June 7 air strike but died from his wounds while lying on a stretcher shortly thereafter, a senior U.S. military officer in Baghdad said today. Story | Video | Air Strike Photos

Rumsfeld Notes Irony in Zarqawi's Death

ABOARD E-4B AIRCRAFT EN ROUTE TO WASHINGTON, June 8, 2006 – It's ironic that terrorist leader Abu Musab al-Zarqawi was killed yesterday just as the Iraqi government he tried to derail scored some significant successes, Defense Secretary Donald Rumsfeld said today. Story

- Rumsfeld Tells NATO of Zarqawi's Demise | Transcript

Zarqawi's Death 'Serious Blow' to Al Qaeda

WASHINGTON, June 8, 2006 – The death of al Qaeda's top operative in Iraq will hit the terrorist organization hard, a senior U.S. military officer said in Baghdad today. Dead terrorist Abu Musab al Zarqawi is "no longer able to terrorize innocent Iraqi civilians," Army Maj. Gen. William B. Caldwell said. Story | More Photos | Air Strike Video | Briefing Slides | Briefing Video

Zarqawi's Death Chance to 'Turn the Tide'

WASHINGTON, June 8, 2006 – The death of terrorist leader Abu Musab al Zarqawi is a victory in the war on terror and is an opportunity for the Iraqi government to turn the tide of the struggle with insurgents, President Bush said here today. Story | President's Statement

Coalition Forces Kill Top Terrorist in Iraq

BAGHDAD, June 8, 2006 – Jordanian terrorist leader Abu Musab al-Zarqawi died in an air strike north of Baghdad yesterday evening, U.S. officials have confirmed. Story

The first chapters look into al-Zarqawi's origins, haling from the city of Zarqam — a depressed industrial site known for high crime, Palestinian refugees and zealous radicalism. Al-Zarqawi's adolescence

would be spent engaging in petty crime, yet it was in the mosque where al-Zarqawi was captivated by stories of returning Palestinian and Jordanian jihadists who fought the Soviets. By then al-Zarqawi had cultivated a reputation as a drunk, bully, thief and outlaw, and the status of mujaheed — Islamic fighter — represented a step up in the social ladder of outlaws. In 1989 al-Zarqawi left Jordan for Afghanistan where he took the alias Abu Muhammad al-Ghareeb, or the Stranger. He came too late to participate in the war against the Soviets, but after military training at al-Sada, al-Zarqawi fought against the communist regime of Afghan leader Mohammad Najibullah. Other graduates of al-Sada include Khalid Sheikh Muhammad, the brainchild of Sept. 11, and Ramzi Yusuf, who bombed the World Trade Center in 1993.

1991 was a turning point for al-Zarqawi — in Peshawar he met Abu Muhammad al-Maqdisi, the man who would be his spiritual adviser. Al-Maqdisi would introduce al-Zarqawi to Salafism, the stringent and intolerant strain of Sunni Islam. Al-Maqdisi also fed al-Zarqawi a steady diet of Sayyed Qutb, the radical Egyptian ideologue executed in 1966, who argued that national sovereignty belonged to God alone and from the ashes of the infidel Arab regimes would emerge the ideal Islamic society. In 1993 al-Zarqawi returned to Jordan and was promptly imprisoned for spreading sedition against the Jordanian government. In 1995 he and Maqdisi were sentenced to 15 years in al-Suwaqah Prison.

The chapter on al-Zarqawi's imprisonment is where he finds his calling as a leader, and the regimen of prison life appeals to him and gives al-Zarqawi purpose. Napoleoni discusses how he formed a prison gang called al-Tawhid, or absolute monotheism, was confrontational with guards, and spent time in solitary confinement. Al-Zarqawi was obeyed out of fear, yet he also was seen bathing terrorists who had lost their legs, and he worshipped his mother, writing her religiously from prison. Al-Zarqawi would become the emir of al-Tawhid and al-Maqdisi the spiritual adviser.

Al-Zarqawi was released in 1999 when the newly crowned King Abdullah II extended amnesty to prisoners. He was lost in the real world and would return to Afghanistan with the intent to set up a group dedicated to the overthrow of the Jordanian monarchy. Al-Zarqawi wished to focus on Arab regimes and not Western countries, which was becoming the agenda of bin Laden. However, over time al-Zarqawi would be drawn into bin Laden's strategy, and the book portrays al-Zarqawi as succumbing to bin Laden's strategic and financial influence.

The new generation of jihadist has no place to physically train — making the Internet and the focus on psychological indoctrination even more important in fighting Islamist militancy in the 21st century. Napoleoni's book is time well spent for those with an interest in counterterrorism or those with orders to Iraq.

Editor's note: LCDR Aboul-Enein is a Middle East counterterrorism analyst in the Joint Intelligence Task Force-Combating Terrorism (JITF-CT). Aboul-Enein delivers a popular three-hour lecture on the evolution of Islamist militant ideology at the National Defense Intelligence College (NDIC) and the Joint Military Intelligence Training Center (JMITC). From 2002 to 2006 he served as an adviser on Islamist militant ideology and Middle East country director at the Office of the Secretary of Defense for International Security Affairs. Aboul-Enein wishes to thank the John T. Hughes Library for providing this volume and a place to study, read and write this review.

Post of the Month: U.S. Defense Attaché Office, JAKARTA, INDONESIA

By the Directorate for Human Intelligence, DH

Post Highlights:

Indonesia, the largest nation in Southeast Asia, is the third largest democracy and most populous Muslim-majority nation in the world. The country is a collection of more than 17,000 islands and 300 different ethnic groups and stretches east to west as wide as the continental United States. Located along the major sea lanes connecting the Indian and Pacific oceans, as well as within the "Ring of Fire," this strategically important nation has had its share of natural disasters. Indonesia has suffered continuous earthquakes and volcanic eruptions, including the catastrophic earthquake and tsunami that struck on Dec. 26, 2004, killing more than 120,000 people.

Jakarta, the capital of Indonesia, is a constantly expanding city and home to more than 12 million inhabitants. It is an exciting blend of old and new culture. Filled with street-side markets, food stalls, bustling neighborhoods and many monuments to its rich past, Jakarta is also home to sprawling shopping malls, modern hotels and ever growing business centers. In Jakarta, is not uncommon to see a man on foot pulling a cart full of wood, small motorized taxis, hundreds of motorcycles or a BMW.

Host Country Highlights:

A nation that is rich in history and politically vibrant, Indonesia was able to overthrow its Dutch colonists just after World War II and win its independence. Indonesians are strongly nationalistic yet recognize five state religions as part of their national identity. In 1965 political unrest led to an estimated 500,000 deaths when President Soeharto, a former general officer in the Indonesian military, assumed power from another military strongman, President Sukarno. Indonesia is one of the world's most dramatic success stories of the past 10 years. After more than three decades

in power, Soeharto was forced to step down after the Asian Financial Crisis in 1998. Out of the chaos that surrounded the fall of the former strongman and the rampant human rights abuses in East Timor and Aceh, Indonesia has turned itself into a young but strong democracy and has made great strides in institutionalizing civilian control of its military. Currently under the tutelage of President Yudhoyono, a U.S. International Military Education and Training graduate, Indonesia has played an increasingly significant role in world affairs. Indonesia was elected to the U.N. Security Council for 2007-8 and recently dispatched 850 peacekeepers to Lebanon.

THAILAND
South China Sea
PHILIPPINES
Philippine Sea
NORTH PACIFIC OCEAN
MALAYSIA
BRUNEI
MALAYSIA
Borneo
Medan
Pekanbaru
Padang
Sumatra
Palembang
Pontianak
Kalimantan
Banjarmasin
Sulawesi (Celebes)
Celebes Sea
Makassar
JAKARTA
Bandung
Semarang
Java
Surabaya
Denpasar
Ambon
Kupang
TIMOR-LESTE
Timor Sea
Banda Sea
Arafura Sea
PAPUA NEW GUINEA
New Guinea
INDIAN OCEAN
AUSTRALIA

Selamat Datang ke Indonesia!
(Welcome to Indonesia!)

Location: Jakarta, Indonesia

Population Size: Indonesia: 234,693,997 (July 2007 est.); Jakarta: 12 million+

Primary Language: Bahasa Indonesia

Basic Greeting: Selamat pagi (Good morning).

Operational Highlights:

With the lifting of congressional restrictions on the Indonesian military, the U.S. Defense Attaché Office (USDAO) in Jakarta remains focused on re-establishing and improving ties with the Indonesian military as it continues on its road to reform. All of the attachés are heavily involved with their respective service counterparts, reintroducing them to U.S. schools, equipment and training opportunities. USDAO Jakarta has hosted a steady stream of visitors in the past year, including the president, secretary of state, secretary of defense, chairman of the Joint Chiefs of Staff, chief of naval operations, Pacific Command commander, deputy director of DIA and a host of general and flag officers that have helped to signal our newfound military-to-military cooperation with Indonesia.

Gen Peter Pace, chairman of the Joint Chiefs of Staff, center, visited Jakarta in February.

Photo submitted by DH

USDAO Jakarta has also conducted missions with a global impact. In October and November 2006 USDAO Jakarta was tasked with aiding the movement of 850 Indonesian peacekeepers and their equipment to Lebanon. Involved from start to finish of this important mission, USDAO personnel provided initial inspections of equipment and key interface between governmental agencies, coordinated arrival of U.S. experts, and worked diligently both pier-side and at the airport to assure successful completion of the mission.

In January 2007 the USDAO C-12 aircraft and its attaché pilots were dispatched to Sulawesi to aid in the search of a downed Adam Air jetliner with more than 100 passengers. The expertise of the C-12 attaché pilots in search and rescue missions, contacts in both the Indonesian and U.S. militaries, knowledge of the latest technology, and facilitation of navy-to-navy coordination were instrumental in locating the downed aircraft and valuable black box in 6,000 feet of water.

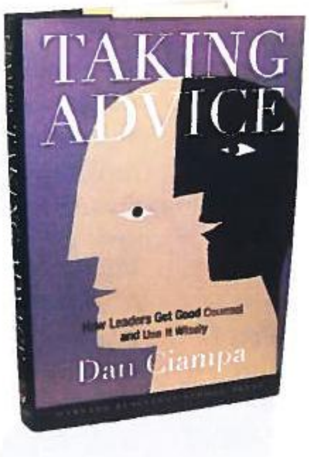
Proud of its day-to-day operations and no-notice real world missions, USDAO Jakarta personnel will continue their work to further U.S. policy while enhancing relations with this important new democracy.

The Importance of LISTENING to Advice

By Adrian "Zeke" Wolfberg, CS

Dan Ciampa wrote "Taking Advice: How Leaders Get Good Counsel and Use it Wisely" because his business experience taught him that most leaders do not know how to effectively receive and act upon advice. In his opinion, good advice is critical in helping a leader cross the divide between making a decision and taking effective action, especially in high-risk, complex situations. Ciampa offers leaders specific recommendations for seeking out the right kind of advice to help them translate their ideas into actions.

Why am I reviewing this book? Because giving and taking advice is the core of the intelligence profession. Ultimately our customers are looking for sound advice to inform their decisions and actions. On the other side of the coin, wise intelligence professionals actively seek the advice and counsel of others to help shape their own thinking and actions. Everyone can also benefit from understanding why our opinions are sought and what to be aware of when delivering opinions. In addition, we can all gain from understanding and applying the attitudes and skills of effective advice takers.



Book Review

Title: Taking Advice: How Leaders Get Good Counsel and Use it Wisely

Author: Dan Ciampa

Published in 2006 by the Harvard Business School

Ciampa is a former corporate executive who now consults in the areas of leadership, operations improvement and culture change.

What's so tough about getting advice? Ciampa says that no one, regardless of experience and knowledge, knows what to do in every situation, especially complex ones. Getting effective advice is more difficult than it seems; Ciampa cites several mistakes one can make in this process. For example, we can ignore the advice of people whose support we'll need; we can go to people who have neither the skills nor experience to provide the right advice; we can limit the kind of advice to our "comfort zone"; or we might make our minds up sooner than we should.

What are the attitudes and behaviors of good advice takers? According to Ciampa, there are three attitudes common to those who seek and use advice effectively. First, they have a willingness to take responsibility and to be influenced. Ciampa stresses that we can't expect a leader to solve every detail of a problem; they can only solve what they have control over. Similarly, if you're seeking advice, only ask for it on things that you can control, otherwise you'll waste your time and effort. Second, good advice takers are curious and open to new ideas. They seek out data in as careful a way as possible,

reducing the degree of bias in their interpretation. Third, they are committed to being self-aware, by realizing their own strengths and limitations. Good advice takers are aware of their emotional development and how their emotions affect decision-making.

In addition, Ciampa identifies three sets of behaviors of good advice takers. First, the individual selects the right type of help by analyzing the situation. Second, they construct a social network by finding people with the right kinds of knowledge, the right depth of understanding and the right chemistry. Third, and I think most important, good advice takers focus on communication, negotiation, comprehension and the ability to see the situation through dialogue with different people, giving them multiple perspectives.

The key to all these behaviors is communication, and the key to communication is the ability to listen. Ciampa says the main barrier to effective communication is our tendency to evaluate and judge what another person says before we completely understand them. He says we should summarize what the person said and the reasoning behind it, and ask clarifying questions before speaking. You know a good listener when they listen attentively, challenge opinions, probe for any assumptions and allow for pushback of their ideas.

What did I learn from reading this book? The most significant thing is that advice is a two-way street. The quality of the advice and the action taken is dependent on both the person giving advice and the person receiving it. As intelligence professionals, we need to get smarter about how to give good advice by understanding how leaders take it and use it. By the same token, we can all benefit by seeking out advice — and if we want to get good advice, then we have to become better at taking it. Ultimately, the underlying success factor for any of these interactions falls squarely upon communication skills, most specifically with listening and self-awareness.

The Knowledge Lab purchased 30 copies of "Taking Advice" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Foreign Language LEARNING TOOLS

By Eric P. Hammersen, HC

Would you like the chance to use authentic foreign language materials to practice your listening and reading skills before your next Defense Language Proficiency Test? Do you want to pick up some additional vocabulary in that language? Would you like to study a new foreign language, but can't find the time to get away during the workday?

DIA's Foreign Language Management Office (HC-FL) recently hosted a demonstration of online foreign language learning tools that are now available to all DIA employees to use at their own pace and free of charge. Those include computer-based tools such as Rosetta Stone, SCOLA's foreign broadcast programs and Transparent Language's CL-150 technology matrix for critical languages. Also available is the more structured classroom-based learning offered by the Global Language Group (GLG).

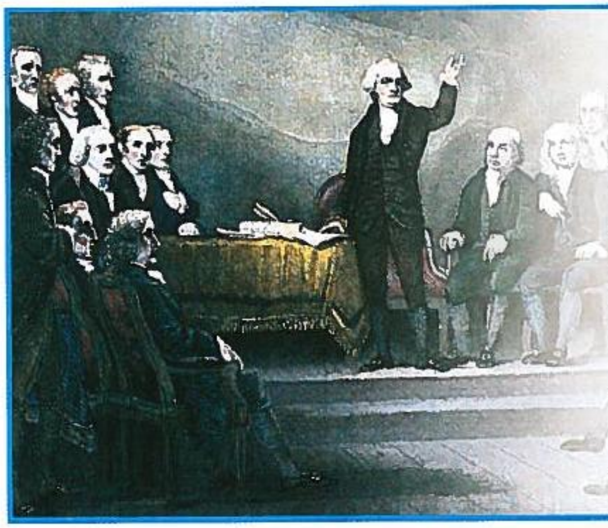
Rosetta Stone is a commercial software program that uses a combination of images, text and sound to teach vocabulary and grammar intuitively, without drills or translation. The goal is to teach languages the way children learn their first language. Many languages are available, and the full course consists of two or three levels. Rosetta Stone begins instruction with simple vocabulary, numbers, tense and directions. As students progress through the course, lessons focus on more advanced grammatical concepts and specific subjects like banking, shopping and travel.

SCOLA, a nonprofit educational organization, retransmits television programming from around the world in multiple languages and provides other language learning content via its Web site. SCOLA also provides online "Insta-Classes" in 26 languages. The classes include five-minute clips of authentic news broadcasts, transcribed in the target language and translated into English. Each lesson includes a transcript, translation, vocabulary list and quiz. Through SCOLA, learners can also search for video clips that use foreign words in such specialized fields as culture, economics, business, military, politics, and science, as well as slang in the languages of two dozen countries.

Transparent Language's CL-150 technology matrix provides an integrated technology for online language learning that is being adopted across the Department of Defense and intelligence community. The system includes "Tactical Language Kits" that focus on quickly preparing beginners to use basic language in practical situations; "Communicate-to-Learn" that helps individuals gain basic proficiency in a new language and build a reservoir of vocabulary and phrases; and "LanguagePro Solutions" that enable basic users to advance to higher-level proficiency that includes domain or mission-specific knowledge.

GLG is a student organization of the George Washington University established to provide education in foreign languages and cultures. For a nominal registration fee, GLG offers approximately 150 classes in 52 languages, as well as free cultural events. There is beginning, intermediate and advanced instruction in languages seldom taught in university settings, such as Afrikaans, Estonian, Gujarati, Hindi, Indonesian, Nepali, Slovak, Swahili, Thai, Ukrainian and Urdu. The group also offers more commonly available languages such as Arabic, Chinese, Spanish and Russian. A current list of classes can be found at *www.GlobalLanguageGroup.com*.

For more information on the language learning technologies available to the DIA work force, or to get the necessary user IDs and password to begin using the material, contact HC-FL at (202) 231-3174.



We the People...

This year marks the 220th anniversary of the signing of the U.S. Constitution by the delegates of the Constitutional Convention. Sept. 17 is designated as Constitution Day and Citizenship Day to commemorate this milestone in American history.

"As federal civil servants supporting the Department of Defense, we have a special obligation to understand and appreciate the U.S. Constitution and the role we each play in providing 'for the common defense,'" said Patricia Bradshaw, deputy undersecretary of defense for civilian personnel policy.

You can test your constitutional knowledge by taking an online course provided by the Defense Civilian Personnel Management Service Web site at *http://constitutionday.cpms.osd.mil.*

RESEARCHING
JAPANESE
WAR CRIMES

Image submitted by DA

The "Researching Japanese War Crime: Introductory Essays"

HUMINT History: Intelligence Gathering in Occupied JAPAN

By Dr. Michael B. Petersen, DA

The unprecedented declassification and release of CIA Directorate of Operations records offers fresh insights into U.S. Army intelligence activities in occupied Japan. The documents provide historians with the first public look into the world of intelligence gathering in Japan during the earliest days of the Cold War and offer pointed lessons about the human intelligence challenges facing today's intelligence community.

In September 1945, days after Japan's official surrender, MG Charles Willoughby, GEN Douglas MacArthur's chief of intelligence (G2), contacted two Japanese military intelligence officers, Lt. Gens. Arisue Seizo and Kawabe Torashirō, to establish a clandestine intelligence section within occupation headquarters. Both officers had extensive intelligence assets at their disposal, and Willoughby put these to work in a project code-named "Takematsu," which was designed to counter the expansion of communism in East Asia.

Takematsu was a near total failure. The Japanese returned intelligence that was either useless, fraudulent or already known by G2. The source networks under the two Japanese intelligence officers were made up largely of far right-wing officers who had no love either for the U.S. occupation or for communism. Instead, they worked against U.S. objectives to revive aspects of the Japanese imperial system. Japanese operatives, financed indirectly by G2, also gathered information on occupation forces, which they hoped to exploit through the new Japanese government, while communist agents easily penetrated the networks to gather information.

Why did Takematsu fail? In the first place, American oversight of the work was minimal. Willoughby and the tiny group of officers who knew about the operation gave the Japanese too much autonomy to conduct intelligence activities as they saw fit, offering them little guidance and accountability. They also took Japanese estimates of their worth at face value without actually investigating individuals' backgrounds. If they had, they would have discovered that many of the operatives were intelligence amateurs whose tradecraft was either poor or nonexistent. Others were war criminals who ordered mass executions, participated in slave labor and profiteered on the backs of civilians in occupied areas during the war.

Above all, U.S. occupation forces in Japan wanted stability in order to rebuild the country and create a bulwark against communism in the Far East. Japanese assets were of course essential for good intelligence in pursuit of this goal, but G2 was either too willing to exploit questionable sources or willfully ignorant of the flawed character of its intelligence networks. The lessons still resonate today.

Editor's note: DIA historian Michael Petersen has recently published an essay on this topic in "Researching Japanese War Crimes: Introductory Essays," published in association with the National Archives and Records Administration.

Tomorrow's Intelligence Professionals: A WORTHWHILE Experience

By Heather A. Ford, FE

Prior to starting with the Defense Intelligence Agency (DIA), the knowledge I had about the intelligence community (IC) came from movies, books and the media. Job interviews with other three-letter agencies had also provided glimpses of what lay hidden behind the curtain.

But my mind's eye, like most people's, had painted pictures of Central Intelligence Agency spies and National Security Agency satellites — a mix of "Charlie Wilson's War" meets James Bond. My point of view was somewhat skewed and my knowledge of DIA even less.

When I first started with DIA, I pored through information trying to understand all these new acronyms, the agency, its role in the IC and the community as a whole. Without any clear context in which to frame my understanding, my picture only grew hazier.

I was excited when I received my date for Tomorrow's Intelligence Professionals (TIP) and even more excited when I saw the class schedule. While some co-workers seemed to think that spending six weeks in training was a large investment of time in exchange for just a little knowledge, I began TIP hoping that I would learn something that might prove helpful.

Over the next six weeks, my classmates and I spent our days learning about DIA, the director of national intelligence, the IC, all the "INTs," the strategic context for defense intelligence, classifications and marking, our personalities and thinking styles, and so much more.

I will be the first to admit that some topics were less interesting than others, but there was always a nugget of information I took away from each class. By the end of the course, my picture of DIA and the environment in which it operates had come into focus.

I know I might have learned most of this from on-the-job training, but what I have found from past experience is when you become focused on trying to understand how to complete the day-to-day tasks that are expected of you, you often forget to learn about the bigger picture in which your work exists.

When people ask me what I thought about TIP, I tell them this: The class is what you and your classmates make of it. You may not think you learned much during those six weeks, but at some point you will use some piece of information you learned.

One of the best benefits is that I now have a network of 33 people from different directorates whom I probably never would have met otherwise. Enjoy your time in TIP, because speaking for many from my class, we never realized how valuable the course was until we got back to our desks.

Heather Ford, Defense Intelligence Resources Management Office (FE-1), receives her TIP certificate from Tom Francis, chief of the Military Forces Analysis Office (MFA), on June 8.

Photo submitted by Heather A. Ford, FE

Remodeling Defense Intelligence: DIA is 'READY TO GO'

By Steven M. Grogan, CE

"The Defense intelligence community is undergoing a monumental change as the Joint Intelligence Operations Centers (JIOCs) stand up across the Combatant Commands, as the Defense JIOC (DJIOC) is established, and Command intelligence resources transfer to the Defense Intelligence Agency Military Intelligence Program (MIP)," said LTG Michael Maples, director of DIA, in a July 31 memo to the work force.

As of Oct. 14, DIA will be a force provider for the U.S. combatant commands. Civilian intelligence personnel at the headquarters of U.S. Central, Northern, Southern, Strategic and Transportation commands will become employees of DIA. Those civilians will be known as "DIA command civilians."

Personnel from the remaining commands will transfer in fiscal year 2009. This change is part of the Remodeling Defense Intelligence Initiative, an effort that involves working closely with and visiting the commands in order to meet the demands of a host of clients like operational forces, policymakers, weapons developers and homeland security officials.

This transition came about when the Joint Intelligence Centers (JICs) and the Joint Analysis Center (JAC) were transferred from the General Defense Intelligence Program to the DIA MIP under the December 2005 Director of National Intelligence/Department of Defense Decision Directive 338-5. All other command intelligence assets were transferred under the December 2006 Presidential Budget Decision 706. All combatant command intelligence resources will move to DIA command-specific accounts in the newly formed MIP under a joint intelligence operations center enterprise model — a model chosen by the Joint Staff and endorsed by the undersecretary of defense for intelligence based on DIA's JIC/JAC MIP Implementation Study (JMIS), completed in 2006.

> "The commands have seen the value of this remodeling and are committed to building this defense intelligence enterprise with DIA."

"To ensure we respond to guidance associated with these changes in a fashion that considers all aspects of the enterprise, I have asked Ms. Sharon Houy, Associate Deputy Director (ADD), to serve as the DIA Defense Intelligence Enterprise Manager," Maples continued in his memo. "The ADD will see that we include the perspective

of the Commands while we modify the processes and procedures in areas such as civilian personnel management and training, financial management and acquisition, analysis, mission services, oversight and compliance, and information technology."

During the past year Houy visited each of the commands to explain in detail the transition, garner feedback and learn more about key challenges facing the defense intelligence enterprise. During her visits with command chiefs of staff and the directors of intelligence (J2), manpower and personnel (J1), and force structure, resources and assessment (J8), she emphasized the continued command status of the intelligence staff. Houy imparted that combatant commands will continue to have command authority of assigned personnel and financial resources. All billets, military and civilian, will be assigned to the Command Joint Table of Distribution.

Additionally, military personnel will be serviced by their commands and DIA will assume no additional role for them. As for the Reserve assets of each command, there will be no change in the command relationship with Reserve organizations. In terms of organizing for command needs, commands can organize intelligence positions as they see fit, while ensuring that they are performing intelligence functions.

Regarding deployments, command intelligence personnel will be subject to their command's deployment practices, but may also apply for DIA deployment opportunities with their J2's permission. Finally, command/base support services will remain unchanged.

DIA has done much to ensure affected intelligence professionals and their commands are aware of the changes being made and how those changes will help enhance the intelligence community. Houy has led the DIA-Command Executive Board and hosted its working groups, which have been ideal venues for transition-related dialogue between DIA and the commands. DIA has also provided commands with a detailed brochure that answers frequently asked questions about the changes. A related brochure will be out soon to acquaint non-J2 personnel at the commands with the transition. Additionally, Maples is sending out a memo to the combatant commanders about the transition and will soon after send a letter to the new DIA command civilians.

PRE-STAGE
STAGE
ROUND

As Houy stated during her July 25 briefing at the Senior Military Intelligence Officers' Conference, DIA's first phase of remodeling the defense intelligence enterprise is "ready to go." The commands have seen the value of this remodeling and are committed to building this defense intelligence enterprise with DIA. What remains, Houy says, is identifying those best practices across a range of intelligence and support disciplines in order to create a more agile, resource-transparent, interoperable enterprise focused on defense and command top priorities.

Editor's note: At press time, some decisions regarding the structure of DJIOC were being made by leadership. Those changes will be communicated in an upcoming InterComm article.

CNT Analysts Expand Deployment OPPORTUNITIES

By Joni M. Poch, DI

CNT analyst Joni Poch and a Pakistani air force pilot prepare to conduct a poppy cultivation survey in April.

Analysts in the Counter-Narcotics Trafficking Office (CNT) deploy throughout the world to thwart international drug trafficking as part of CNT's global responsibility to DIA's counterdrug mission.

In January the Southwest Asia team initiated a prototype deployment to Islamabad, Pakistan, adding to the team's overseas cadre already in Kabul, Afghanistan, and London.

During 90-day deployments to Pakistan, CNT analysts are embedded within the U.S. Defense Attaché Office, Islamabad, and work closely with the Office of Defense Representative Pakistan, Office of Naval Intelligence (ONI), Drug Enforcement Administration (DEA) and Department of State's Narcotics Affairs Section (NAS). CNT analysts serve as functional experts on the narcotics situation in Pakistan and fulfill a variety of duties to support the U.S. Country Team in Islamabad.

During CNT's most recent Pakistan rotation, one analyst completed a comprehensive study on trafficking routes between Peshawar, Pakistan, and Nangarhar Province, Afghanistan, shedding light on a key — but poorly understood — region of support for Taliban forces.

To prepare for the study, the analyst led an interagency effort with multiple Department of Defense (DOD) elements, the State Department and DEA. The collaborative effort provided unique insight into the trafficking and movement of narcotics in Pakistan's Northwest Frontier Province (NWFP) — an issue also relevant to arms trafficking in this critical region. The study was extremely well received, and the analyst has been asked to brief the results to flag-level U.S. military officers, Office of the Secretary of Defense (OSD) policymakers and the director of the Office of National Drug Control Policy.

As part of the trafficking routes project, CNT was able to travel into the NWFP on site visits with NAS. These visits enhanced DIA's understanding of the counterdrug initiatives in Pakistan through guided visits by Pakistani customs officials at the Peshawar International Airport and Dry Port. By gaining entry into these transit nodes, a greater understanding of the current security measures was achieved. The customs officials provided access throughout these facilities, which allowed analysis of the security weaknesses at the airport and port to be more fully understood.

Both NAS and DEA maintain a presence in Peshawar and were extremely influential in allowing DIA access into the NWFP. DEA was able to set up meetings between local Pakistani officials working smuggling issues and CNT analysts, which proved invaluable to understanding trafficking routes between Peshawar and eastern Afghanistan.

The U.S. supports counternarcotics initiatives in Pakistan by providing training to Pakistani forces, funding for equipment and hosting collaborative exchanges between the various counterdrug officials in the country. The next step is through intelligence support. DIA remains on the forefront of developing this initiative.

CNT's rotations in Islamabad have greatly increased the level of information sharing among Washington, Islamabad, Kabul and London. With CNT members stationed at each of these locations, analysts can easily coordinate on projects, papers and other initiatives, regularly meeting tight deadlines despite numerous time zones.

Moreover, while deployed to Pakistan, CNT analysts have the opportunity to travel in support of their counterdrug mission. Both NAS and DEA have welcomed CNT analysts as part of their trips throughout Pakistan. Similarly, U.S. Naval Forces Central Command in Bahrain invited the Islamabad-based CNT and ONI analysts to provide a series of briefings on the counternarcotics situation in Pakistan.

"The opportunity for such extensive collaboration at high levels in-country is unprecedented," said CNT-2 Southwest Asia Branch Chief Tracie Gross. "Prior to this rotation, there was little counternarcotics information from Pakistan available to analysts. This rotation has opened up many opportunities and supports the Director of National Intelligence initiative for enhanced information sharing between agencies."

As a result of continued support of the counterdrug mission in Washington, Islamabad, Kabul and London, CNT-2 was awarded DIA's Team of the 3rd Quarter in July.

Photos submitted by DI

CNT analyst Joni Poch outside of DEA offices in Peshawar, Pakistan.

DIA analysts participated in an airborne survey of the Khyber Pass region of Pakistan to determine the amount of poppy cultivation occurring in the area.

DHMO Supports OPERATION WARFIGHTER

By Martha E. Duncan, HM

The Technology Tradecraft Division (HM-1) of the Defense HUMINT Management Office (DHMO) was one of the first organizations in the defense intelligence enterprise to offer wounded warriors supportive work settings to prepare them for their return to the military or civilian work force. Additionally, DHMO encouraged and facilitated the establishment of an internship for wounded warriors at In-Q-Tel, an innovation partner of DHMO's charged with making strategic investments in emerging technologies for the intelligence community.

DoD photo by Fred W. Baker III

PFC Randy Gollinger, right, and SGT Kevin Brown race down a row of colored cones during their physical therapy session at Walter Reed Army Medical Center.

According to the Department of Defense (DOD), "Operation Warfighter (OWF) provides a great opportunity for service members on medical hold to build their resumes, explore employment interests, develop job skills and gain valuable federal government work experience that will help prepare them for the future."

DHMO's engagement with OWF seeks to leverage the participants' knowledge of the operating environment to accelerate the development of cutting-edge human intelligence (HUMINT) capabilities most urgently needed for the field, such as those enabling DOD's improvised explosive device detect and defeat mission. HM-1 works to ensure the development, transition and acceptance of value-added, commercially viable solutions that address the critical needs of DOD HUMINT. Recuperating service members offer DOD the opportunity to target those technology developments gained from their operational experience.

New military technologies have resulted in a shift from a platform-centric approach to a network-centric approach. HM-1 is accelerating the integration of operations-focused technology through joint experimentation and innovation in support of DOD HUMINT. Network-centric warfare grows out of and draws

its power from ongoing revolution in our military, as well as from fundamental changes in our society and technological advances. In recent years, these changes have been prominent in global economics, information technology, and business processes and organizations, as well as our military affairs. For DHMO, this means driving transformation through technology innovation in the DOD HUMINT enterprise to discover information and create knowledge that provides warning, identifies opportunities and delivers overwhelming advantage to our warfighters, defense planners and national security policymakers.

To that end, warfighter support doesn't stop in the field for DHMO, but extends to rehabilitating our injured soldiers, sailors, airmen and marines at home. DHMO is committed to helping injured service members transition back to the military or civilian work force and we encourage other organizations to participate in this meaningful rehabilitation program. If you would like to learn how you or your office can help, please contact the Office of Human Resources (HCH) at (202) 231-8228. You may also contact Martha Duncan at (202) 231-8480 or visit *dhmo.ic.gov/default.asp* on JWICS.

DIA's Afghanistan INTELLIGENCE CELL

By Nathan P. Brown, DI

The Directorate for Analysis Afghanistan Intelligence Cell (DI/AIC) was established by the deputy director for analysis, Robert Cardillo, July 10, 2006, as a test bed for integrated DI analysis. Afghanistan subject-matter experts from DI's Regional Assessments Office (RAO), Counter-Narcotics Trafficking Office (CNT), Command and Control Office (CCO), Defense Warning Office (DWO), Joint Intelligence Task Force-Combating Terrorism (JITF-CT), Joint Warfare Support Office (JWS), Military Forces Analysis Office (MFA) and Military Infrastructure Office (MIO); the Directorate for Mission Services Office for Counterintelligence and Security Activity (DA/DAC); and the National Geospatial-Intelligence Agency were moved into shared spaces at the DIAC. Cardillo's intent was for the AIC to be the focal point and clearinghouse for a comprehensive Afghanistan intelligence picture. The experiment has borne out results; the cell was recognized as the DI Team/Collaborative Unit of the First Quarter, fiscal year 2007.

AIC analysts provide warfighter support in a variety of ways:

Decision-Maker Support

The AIC has made its mark on both the Pentagon and the White House, having directly influenced U.S. Afghan policy on at least three occasions since its inception. Several "deep dive" President's Daily Brief articles and in-person briefings by senior AIC analysts for the president in spring 2007 led to the issuance of direct guidance to the National Security Council regarding Afghanistan.

Deployment Training

The AIC provides an array of briefings to military and civilian elements deploying to Afghanistan. "Get smart quick" orientation briefings are provided at the monthly Defense Human Intelligence Pre-deployment Collective. Seminar-style exchanges were provided to the 3rd Special Forces Group and outgoing Provincial Reconstruction Team commanders. Members of the 4th Brigade

Combat Team of the 82nd Airborne Division traveled to the DIAC to receive two days of briefings from the AIC last November. AIC analysts traveled to Fort Campbell, Ky., to brief the 101st Airborne Division and to Munich, Germany, to brief the 173rd Airborne Brigade. Many of these briefings have evolved into long-term relationships, with AIC analysts providing continued reach-back support to individuals and units once they arrive downrange.

The AIC also provides robust support to the National Ground Intelligence Center's annual Afghanistan Conference, designed to prepare Army and Marine Corps elements, Special Forces soldiers, and other military forces for deployment. During last year's conference, AIC analysts briefed senior leaders of the 82nd Airborne Division as they prepared to take on the role of the Combined Joint Task Force 76 in eastern Afghanistan.

Analytic Relationships

The AIC developed close ties to the 7th Special Forces Group, who are currently serving in Afghanistan. The AIC provided orientation training to 7th Group personnel, which culminated in embedding a 7th Group analyst with the AIC for a week prior to the unit's deployment. AIC analysts communicate with 7th Group analysts on a daily basis, and the two teams come together for biweekly video teleconferences. AIC analysts provide institutional memory and strategic analysis, while 7th Group analysts offer operational updates and ground truths.

Uzbekistan
Tajikistan
China
Turkmenistan
Dushanbe
Balkh
Kondoz
Takhar
Badakhshan
Faryab
Jowzjan
Samangan
Baghlan
Badghis
Kapisa
Konar
Laghman
Bamian
Parvan
Kabul
Vardak
Lowgar
Nangarhar
India
Islamabad
Herat
Ghowr
Oruzgan
Ghazni
Paktia
Farah
Paktika
Zabol
Helmand
Kandahar
Nimruz
Pakistan
Iran
Afghanistan
National capital
Province capital
Airport
International boundary
Province boundary
Road
Railroad
100
200 km
100 mi

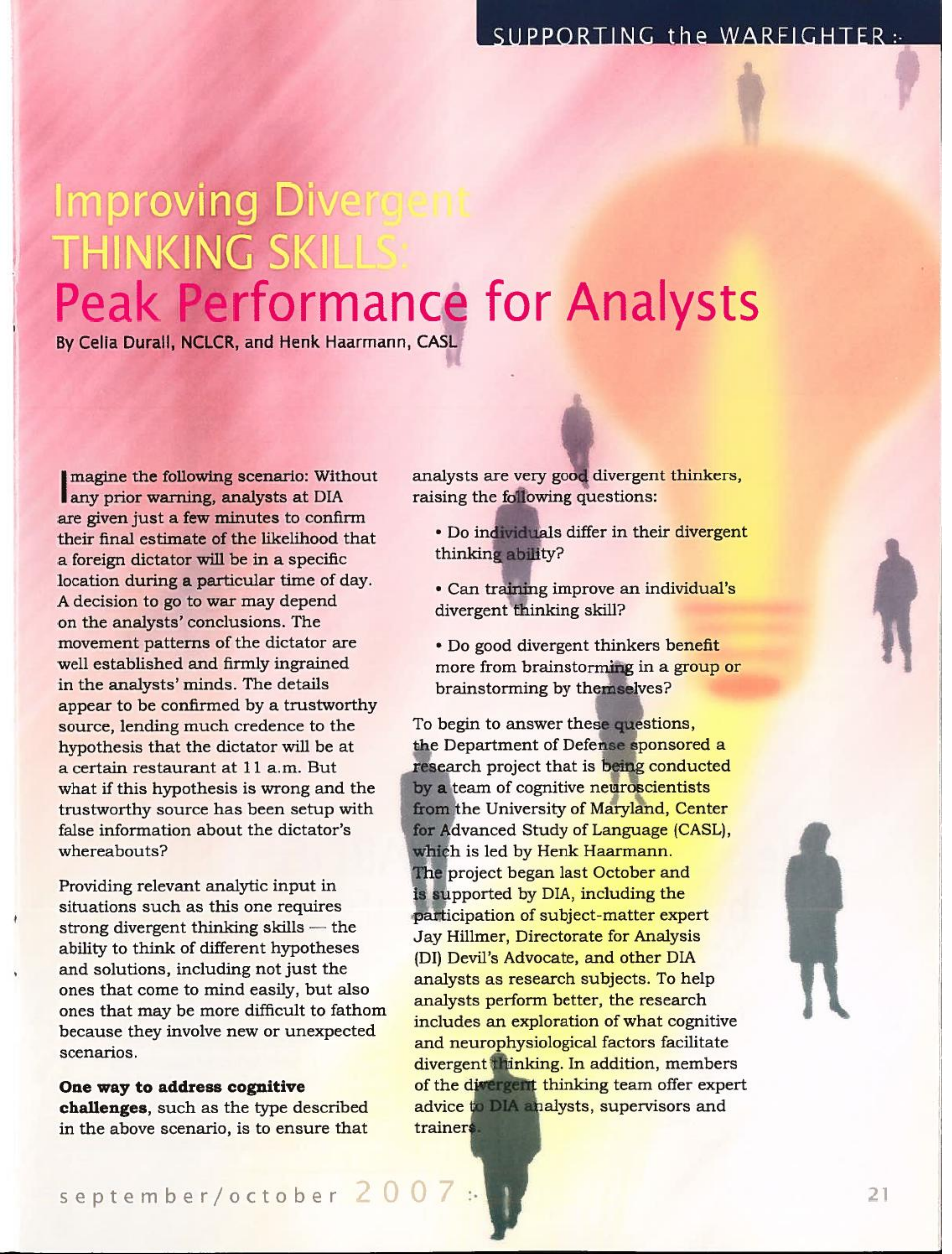
Deployments

About one-third of AIC analysts have deployed to Afghanistan. AIC members have headed targeting shops, supported Directorate for Human Intelligence (DH) elements, exploited enemy documents and attended tribal shuras, or councils. Analysts agree that the experiences provide valuable perspective and credibility to their work.

The AIC's warfighter support mission took on personal meaning this May when AIC director, COL Rich Girven, deployed to Kabul, Afghanistan, to serve as the interim defense attaché for three months. Girven's stream of intelligence information reports has pushed analyst-collector interaction to new levels.

Going forward, the AIC's challenge is to improve its level of warfighter support while continuing to provide strategic analysis to policymakers. The AIC also plans to forward deploy additional analysts to Afghanistan to improve the flow of information with coalition and international security assistance force units.

For more information on the AIC, please contact Branch Chief Ronnie James or visit the AIC spaces in the A4-900 section of the DIAC.



Improving Divergent THINKING SKILLS: Peak Performance for Analysts

By Celia Durall, NCLCR, and Henk Haarmann, CASL

Imagine the following scenario: Without any prior warning, analysts at DIA are given just a few minutes to confirm their final estimate of the likelihood that a foreign dictator will be in a specific location during a particular time of day. A decision to go to war may depend on the analysts' conclusions. The movement patterns of the dictator are well established and firmly ingrained in the analysts' minds. The details appear to be confirmed by a trustworthy source, lending much credence to the hypothesis that the dictator will be at a certain restaurant at 11 a.m. But what if this hypothesis is wrong and the trustworthy source has been setup with false information about the dictator's whereabouts?

Providing relevant analytic input in situations such as this one requires strong divergent thinking skills — the ability to think of different hypotheses and solutions, including not just the ones that come to mind easily, but also ones that may be more difficult to fathom because they involve new or unexpected scenarios.

One way to address cognitive challenges, such as the type described in the above scenario, is to ensure that analysts are very good divergent thinkers, raising the following questions:

- Do individuals differ in their divergent thinking ability?
- Can training improve an individual's divergent thinking skill?
- Do good divergent thinkers benefit more from brainstorming in a group or brainstorming by themselves?

To begin to answer these questions, the Department of Defense sponsored a research project that is being conducted by a team of cognitive neuroscientists from the University of Maryland, Center for Advanced Study of Language (CASL), which is led by Henk Haarmann. The project began last October and is supported by DIA, including the participation of subject-matter expert Jay Hillmer, Directorate for Analysis (DI) Devil's Advocate, and other DIA analysts as research subjects. To help analysts perform better, the research includes an exploration of what cognitive and neurophysiological factors facilitate divergent thinking. In addition, members of the divergent thinking team offer expert advice to DIA analysts, supervisors and trainers.

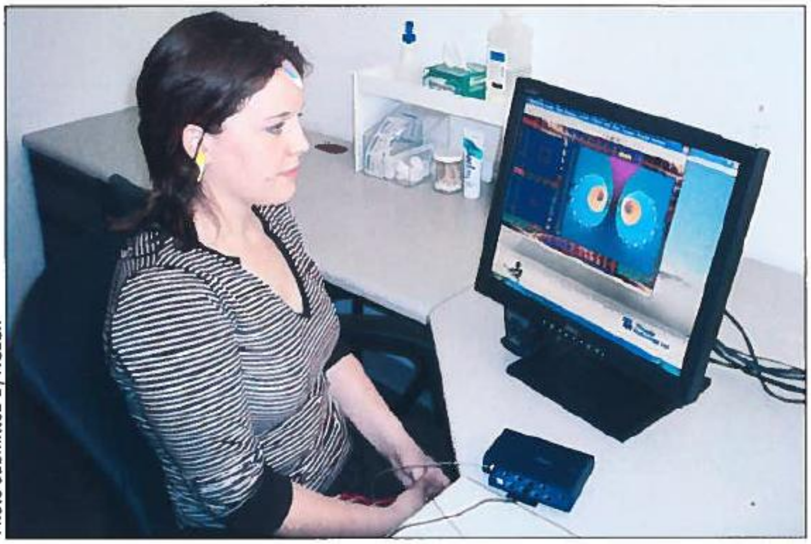


Photo submitted by NCLCR

In brainwave training, the activity of the brain is picked up by electrodes positioned on the head, analyzed by a computer and automatically fed back to the trainee as changing images on a display. By learning to alter these images, one can create brain states that improve cognitive performance.

In reviewing existing literature, the team has found evidence that individuals differ in their divergent thinking ability, and that it can be improved through training. Good divergent thinkers are likely to benefit more from brainstorming in a group rather than alone because they are best at using the contributions of fellow group members to think of novel ideas.

CASL's team is conducting a new study that examines the cognitive and brain mechanisms governing divergent thinking in order to improve selection and training of individuals with strong divergent thinking skills. In brainwave training — see photo — participants learn to shift their brain state quickly from being narrowly focused to a state that considers a much broader range of ideas. There is some evidence that activation of the right brain and an alert but calm state of mind makes it easier for an individual to consider a broader range of ideas and new connections among them.

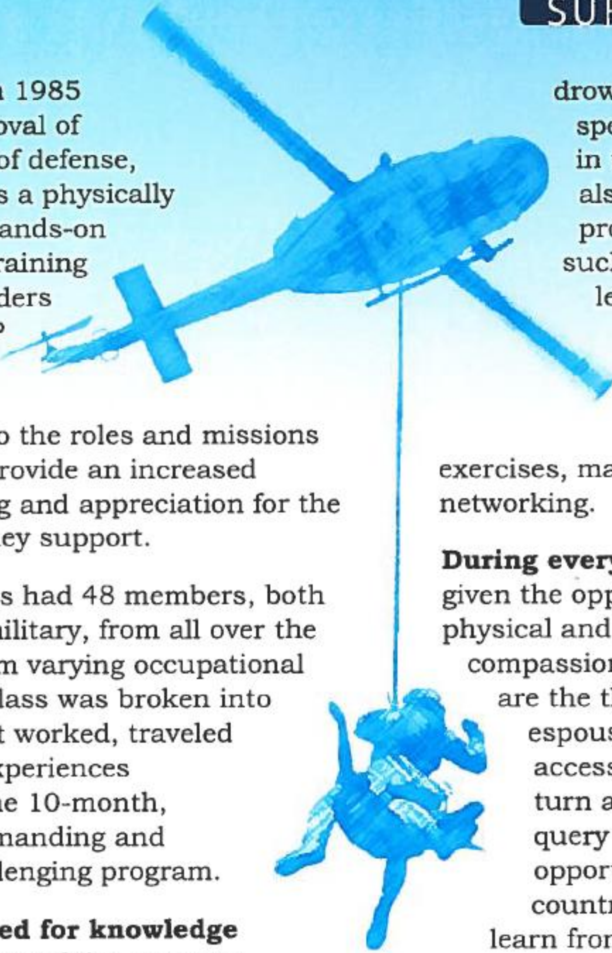
"Based on this study, if we can demonstrate that we can improve creativity by training analysts in divergent thinking, we will have the tools to develop a more robust and agile analytic work force," Hillmer emphasizes. A crucial ingredient will be to engage analysts in scenario-based outcome evaluations, which simulate challenges that they may encounter in their day-to-day jobs, and which assess whether peak performance tools, such as brainwave training, improve selection of the best ideas. "Such an evidence-based approach to improving the job performance of government analysts lies at the core of CASL's mission and its partnership with the Department of Defense," says Dick Brecht, CASL executive director.

For more information please contact Susan Luce at the National Center for Language and Culture Research (NCLCR) at (301) 226-8845, or via e-mail at *sluce@NatCLCR.org* or on JWICS at *skluce@nsa.ic.gov*.

Understanding the WARFIGHTER by Knowing Yourself

By Amy E. Bristow, HC

Participating in morning physical training with Navy SEALs. Border patrol exercises with the National Guard. Military Operations in Urban Terrain training with the Marines. Rappelling exercises from a 72-foot helicopter trainer with the Army. Witnessing air refueling missions with the Air Force. A mock forced interdiction with the Coast Guard. These are not everyday activities and certainly nothing a civilian like me would ever have believed I would have the chance do. But the Department of Defense's (DOD) Executive Leadership Development Program (ELDP) gave me these opportunities and countless others!



Established in 1985 with the approval of the secretary of defense, ELDP provides a physically demanding, hands-on approach to training the future leaders of DOD. ELDP is designed to expose participants to the roles and missions of DOD and provide an increased understanding and appreciation for the warfighters they support.

My ELDP class had 48 members, both civilian and military, from all over the world and from varying occupational groups. The class was broken into six teams that worked, traveled and shared experiences throughout the 10-month, physically demanding and mentally challenging program.

We were tested for knowledge at the beginning of the program and had to pass a mandatory fitness exam in order to participate. Graduation requirements included completing the core curriculum, contributing to team projects and assignments, going on seven deployments to the services and combatant commands, passing all written exams, performing protocol duties, selecting a mentor, serving as a team leader, writing a research paper, and participating in graduation activities, including a brief to the secretary of defense.

In my opinion, the program fully and completely met its five objectives: know yourself, express yourself, build teams, manage organizations and understand DOD.

These objectives were accomplished through testing, training sessions, role-playing, assignments, briefings and hands-on experience with our warfighters and leaders in the field. Individually, students had the opportunity to face and conquer personal fears — falling, drowning, injury, public speaking, being lost in the wilderness. We also tackled a myriad of professional challenges such as leading tasks with less than adequate time or information, performing complex problem-solving, participating in team-building exercises, mastering new concepts and networking.

During every experience, we were given the opportunity to demonstrate physical and moral courage, compassion and cognition. These are the three tenets of leadership espoused by the program. We had access to senior leaders at every turn and had the opportunity to query them. We had numerous opportunities to talk with our country's warfighters in the field, learn from them and experience, if only for a moment, the challenges and demands that they are faced with every day.

I have the utmost respect for all of our military services and service members and am humbled by their dedication, pride and commitment to the mission. I am truly lucky to have had the opportunity to train with them and I look forward to continuing to support them throughout my career with DOD.

Participation in ELDP is a huge commitment, from both a personal and organizational perspective. Since the program is part time, we worked as hard while deploying with the program as we did upon our return to the office. Ultimately, though, I can't imagine a better experience or one that could possibly be more rewarding!

To learn more about the ELDP, contact Patrick Dowden in the Center for Leadership and Professional Development (HCL-2) at (202) 231-4357, or Carolyn Vaden at (202) 231-2205.

Interview with the CHIEF of Staff

By Communiqué Staff, CP

Phillip R. Roberts was appointed DIA's chief of staff in March. Prior to assuming his current position Roberts was the chief of DIA's Liaison Office in London for more than two years and previously spent his career in the Directorate for Analysis (DI), including an assignment as the vice deputy director for analysis.

The Communiqué staff spoke with Roberts about his role as chief of staff and new initiatives he is focusing on since assuming this position. He also addressed how DIA is perceived by our customers and how well we are supporting the warfighter.

COMMUNIQUÉ: *What is the role of the chief of staff?*

MR. ROBERTS: LTG Maples gave me two primary mission areas: improve the efficiency of the agency and improve the way the agency interacts and works together.

In addition to making the agency efficient, effective and streamlined, and more colligate and cooperative, the chief of staff needs to free up time for the director and deputy director. Another role of the chief of staff is to make sure plans are executed to the satisfaction of the director. LTG Maples and Deputy Director Letitia "Tish" Long set the strategic direction, then I need to ensure the plan is executed to their satisfaction.

The director and deputy director need time to focus on the leadership of the Department of Defense and the intelligence community. The day-to-day operations of DIA should be reviewed, supervised and looked after by the chief of staff — in essence, I'm the chief operating officer of the agency.

COMMUNIQUÉ: *How do your responsibilities differ from those of the deputy director? Where is there overlap?*

MR. ROBERTS: DIA is a hierarchical organization; it's a military organization, and the chief of staff is the third ranking person in this agency. Both the deputy director and I are responsible for providing input to the director. That said, Ms. Long brings a whole set of different experiences to that discussion than I do. She has had an exceptionally broad tour of duty in our community, across agencies and organizations, and brings a real community perspective to issues. I, on the other hand, have spent all my adult life in DIA. I bring the knowledge of "this is why we have historically done it this way in DIA" and "this is how DIA reacts to those kinds of decisions." We compliment each other.

Ms. Long and I have similar priorities — winning the "war" for talent, improving the quality of life for our employees and producing the best substantive intelligence possible.

COMMUNIQUÉ: *What areas of the agency are you focusing on in these early months of your position?*

MR. ROBERTS: My job is to assist the offices of the Acquisition Executive (AE) and the Chief Financial Executive (FE), and the directorates for Human Capital (HC), Information Management and Chief Information Officer (DS), and Mission Services (DA). The substantive issues that arrive from the other mission areas come to the attention of the director or the deputy director by the nature of what they do. But the important issues of the work force and the efficiencies of the agency are largely tied up in these five organizations. We are all interested in space, information technology, fiscal effectiveness and those issues that relate to HC — training, promotion and retention. These offices need to have a voice and a place to go for decisions.

Some initiatives I am focused on include whether or not our manpower is appropriately allocated across the spectrum of our activities. We also need to resolve where our facilities are going to be now and in the future, and we need to implement a whole series of quality of life issues important to the DIA work force, such as child care and part-time work. In sum, improving the quality of life for the work force and rationalizing our financial structure against the mission of the agency are my main focus.

> "Improving the quality of life for the work force and rationalizing our financial structure against the mission of the agency are my main focus."

COMMUNIQUÉ: *How have your previous positions prepared you for your current role?*

MR. ROBERTS: I started out as an entry-level professional and grew up in the agency. I began in the analytical field and progressed through the ranks. For our new professionals, I am a good role model because I came into DIA out of college and I am now the chief of staff. Early in my career I learned the budget process, and I also spent two and a half years in London, which allowed me to see DIA from a different perspective and hone a few additional skills.

I think LTG Maples was interested in having somebody from the agency with a long experience in DIA as the chief of staff. My career compliments his experience in the operational community and Ms. Long's experience across the intelligence community.

COMMUNIQUÉ: *From your position as chief of DIA's Liaison Office in London, how do our customers view the agency?*

MR. ROBERTS: DIA is viewed exceptionally well because of the importance of our mission in providing direct support to deployed military forces. Whether you are in this country or outside, everybody recognizes the value of making sure that men and women that are deployed in support of our national objectives have what they need to be effective in their job. I believe the premier provider of that intelligence support is DIA. That is recognized universally, at least in my experience — whether it was in the United Kingdom or in NATO.

COMMUNIQUÉ: *Our theme this issue is on DIA's support to the warfighter. How is DIA doing in this regard? Are there things we can improve upon?*

MR. ROBERTS: DIA is doing a fantastic job of providing support across the board — from the acquisition community, to the defense policymaking community, to the combatant commanders. You have to be impressed

by the sacrifices that our employees are making in support of our warfighters. I don't think a day goes by where I don't hear something positive about somebody who is deployed for DIA. We have men and women on every continent and it's a tremendous sacrifice that is greatly appreciated.

> "You have to be impressed by the sacrifices that our employees are making in support of our warfighters."

We need to continue to focus on the needs of our deployed personnel to allow them to be as effective as possible in their jobs. We have to be cognizant of ensuring that employees are prepared to deploy, that their families are looked after and that our personnel are well treated when they return home. DIA needs to continue to be attentive to the quality of life issues associated with deployments, whether they are defense attachés or logisticians or from anywhere else across the agency.

COMMUNIQUÉ: *Will the Office of the Chief of Staff (CS) organization remain much as it is, or are you considering changes to the structure?*

MR. ROBERTS: CS is well positioned for what the director has charged us to do. CS focuses on the agency's requirements, strategic planning, performance management and the general support of the director. I think the work force will start to see an increased focus on the strategic planning issue. If you ask people to tell you what they are doing in support of the strategic plan, they invariably tell you what is holding them back from meeting those objectives. That shines a light on the problems of the agency, and those are the issues for the chief of staff to address.

In addition to strategic planning, CS recently published a new organization chart for DIA. LTG Maples felt that the previous organizational construct didn't accurately characterize DIA's elements. LTG Maples chose the terminology. It was also important to have the command element smaller in the new organization chart because 85 percent of the work force is below that level and we understand and appreciate that. LTG Maples also wanted JFCC-ISR to be recognized as a mission partner.

You can debate where you are on the chart and the terminology, but the key is everybody is treated equally — and I believe the organization chart demonstrates that. An important mission of the chief of staff is fairness and each organization and individual needs to understand that we value them for their contribution.

COMMUNIQUÉ: *Tell our readers something that they can't read in your biography.*

MR. ROBERTS: I have three children under the age of 12, including a six-year-old. I am exceptionally committed to diversity. I am also unusually direct — that's how I always preface my introductory remarks to people I may not know. I think people are disarmed by this latter trait — but with me, it's not personal, it's professional.

COMMUNIQUÉ: *Is there anything else you would like to add?*

MR. ROBERTS: I am very impressed with the agency. After being gone for two and a half years, it's amazing how much has changed. DIA is more diverse, younger, energetic, more flexible, and it is much more collegial and cooperative. DIA has made some wonderful personnel decisions and we have an excellent corporative leadership team. It's heartening for somebody that has spent this much time invested in the agency to see it continuing to grow and prosper.

DIA and the GLOBAL WAR ON TERROR

By Roy L. McCullough, DA

DIA lost seven of its own when American Airlines Flight 77 crashed into the south wall of the Pentagon on September 11, 2001, and many other DIA employees distinguished themselves with acts of heroism on that tragic day. This day is a milestone in the history of the agency, and the demands of the Global War on Terror (GWOT) that followed proved historically significant and transformative.

In the days after the attacks, the U.S. began planning a powerful military response aimed at removing the Taliban regime and destroying terrorist training camps in Afghanistan.

As part of that plan, DIA mobilized personnel and resources in support of what would become Operation Enduring Freedom (OEF). VADM Thomas Wilson, then DIA director, convened a meeting of the Military Intelligence Board with participants from across the intelligence community (IC) to organize support for U.S. Central Command. He also accelerated the standup of the Joint Intelligence Task Force-Combating Terrorism (JITF-CT), dedicated more resources to operationalizing measurement and signature intelligence (MASINT), and increased Reserve force mobilization.

Following the launch of OEF, DIA deployed personnel to Afghanistan where they performed a number of critical intelligence support tasks including document exploitation, prisoner interrogations and direct support to military operations.

In 2003 the U.S. began Operation Iraqi Freedom (OIF), aimed at removing the threat posed by Saddam Hussein's pursuit of weapons of mass destruction (WMD). DIA provided extensive support to OIF, deploying hundreds of personnel in support of the Iraq Survey Group, an international, interagency organization charged with locating Iraqi WMD. A team of DIA analysts also prepared the famous deck of playing cards to assist coalition forces in their efforts to identify key members of Saddam Hussein's regime. Other DIA analysts stationed in Baghdad and throughout Iraq provided valuable intelligence support to coalition military forces.

While supporting efforts in Afghanistan, Iraq and other GWOT theaters, DIA

experienced a period of significant internal transformation.

In 2005 the DIA director assumed responsibilities as commander of the Joint Functional Component Command-Intelligence, Surveillance and Reconnaissance (JFCC-ISR), giving DIA a key role in the U.S. global strike mission. That year, DIA restructured its approach to intelligence production with the implementation of the Defense Intelligence Analysis Program, an initiative aimed at increasing analytical depth and reducing duplication across the IC.

Defense human intelligence (HUMINT) was reorganized and strengthened with the establishment of DIA's Defense HUMINT Management Office (DHMO). DIA's Directorate for MASINT and Technical Collection (DT), established in April 2003, oversaw the expansion and awareness of MASINT capabilities.

In addition, to improve support to the combatant commands and better integrate military and national intelligence capabilities, DIA established the Defense Joint Intelligence Operations Center (DJIOC). At the same time, DIA's Directorate for Mission Services (DA) oversaw the construction of a state-of-the-art facility to house an expanded DIA work force, as well as the new offices of the director of national intelligence. In one of the largest transformations in its history — the JIC/JAC MIP Implementation Study (JMIS) — DIA will assume responsibility for the human capital and financial management of all command intelligence activities, significantly expanding the agency's global presence.

While this article lists only some examples of the many operations and organizational changes that have transformed DIA in recent years, it demonstrates that the years following the attacks of Sept. 11 were indeed ones of intense activity and dramatic change. The attacks of Sept. 11, together with the subsequent GWOT-related requirements, have had a profound impact on DIA. The first years of the 21st century will be viewed as a pivotal time in the history of the agency.

FOCUS ON FUTURE:
NDIC Research Publications

By Dr. Tara E. McNealy, MC

Future-focused intelligence research is at the heart of the National Defense Intelligence College's (NDIC's) research and educational mission. The NDIC Press produces publications that contribute directly to intelligence community (IC) capabilities to produce well-informed assessments.

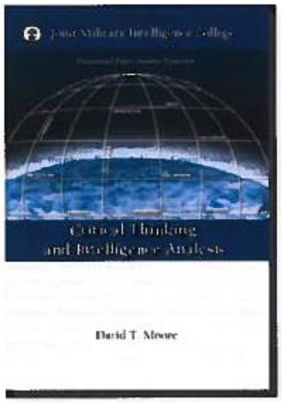
In the past year, the NDIC Press has published several pieces that have made a community-wide impact.

These publications are made available electronically on Intelink to the IC. Bound copies of all unclassified books and papers are also sent to approximately 600 defense and intelligence libraries, command headquarters, defense department schools and to key individuals across the U.S. In addition, most books are distributed by the U.S. Government Printing Office to hundreds of depository libraries at institutions of higher education throughout the country.

Some of the publications published by the NDIC Press in the last year include:

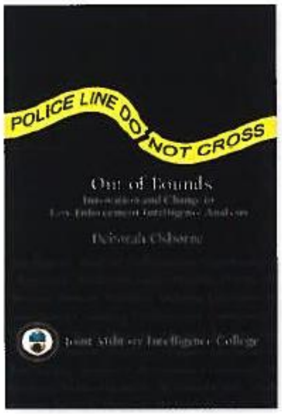
"Critical Thinking and Intelligence Analysis" — David Moore, National Security Agency (NSA)

NDIC distributed more than 7,000 copies of "Critical Thinking and Intelligence Analysis," including 5,000 to DIA's Directorate for Human Capital Joint Military Intelligence Training Center (HC/JMITC) for issuance to DIA analysts, and for use in the training center's new course on critical thinking. The text is also used by the National Geospatial-Intelligence College, Counterintelligence Field Activity (CIFA), U.S. Immigration and Customs Enforcement, Department of Homeland Security (DHS), and the Canadian Security Intelligence Service. Moore, an adjunct faculty member and an employee at NSA, was recognized with the Analyst Exceptional Performance Award from the National Intelligence Council for his important research.


Joint Military Intelligence College
Critical Thinking
and Intelligence Analysis
David T. Moore

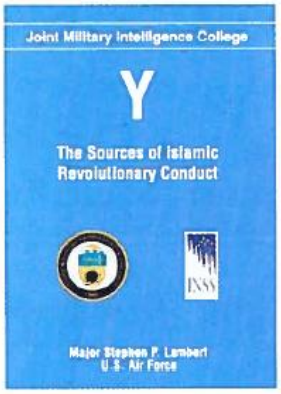
"Out of Bounds: Innovation and Change in Law Enforcement Intelligence" — Deborah Osborne, Buffalo, N.Y., Police Department

Osborne, an analyst with the Buffalo, N.Y., Police Department and non-resident college research fellow, authored an important assessment of law enforcement intelligence analysis. NDIC has distributed more than 3,000 copies of the book to local and national law enforcement organizations, U.S. Transportation Command, FBI, CIFA, DHS and the University of Maryland.


POLICE LINE DO NOT CROSS
Out of Bounds
Innovation and Change in
Law Enforcement Intelligence Analysis
Deborah Osborne
Joint Military Intelligence College

"Y: The Sources of Islamic Revolutionary Conduct" — Maj Stephen Lambert, U.S. Air Force

"Y: The Sources of Islamic Revolutionary Conduct" has received wide acclaim throughout the IC. This text is currently used by the Joint Forces Staff College, U.S. Naval Academy, Joint Special Operations Center at Fort Bragg, N.C, and the Navy and Marine Corps Intelligence Training Facility for instruction in counterterrorism and ground force analysis. NDIC also provided copies of the text as pre-deployment reading for units transitioning to Iraq.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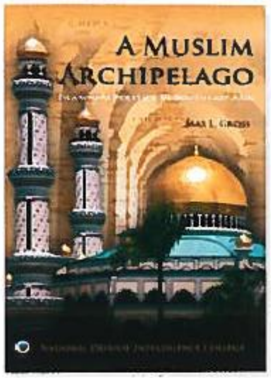
Major Stephen P. Lambert
U.S. Air Force

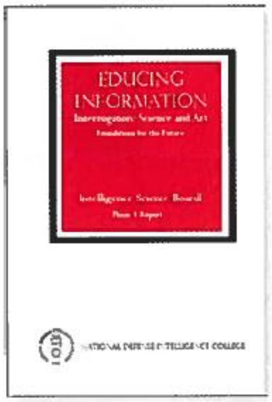
"A Muslim Archipelago: Islam and Politics in Southeast Asia" — Max Gross, DIA

This study by a career intelligence analyst and Islamic historian interprets a populous region in anticipation of future U.S. international policy choices. The text addresses how governments in this region can successfully accommodate Islamic activism. The book is currently being used by Georgetown University, the University of Virginia and the Department of Defense Criminal Investigative Task Force.

"Educing Information: Interrogation: Science and Art — Foundations for the Future" — Intelligence Science Board

This text is currently being used by the DIA, FBI Academy, Navy and Marine Corps Intelligence Training Center, Army Intelligence Schools at Ft. Huachuca, Ariz., NCIS Counterterrorism Division, Sacred Heart University and the Office of National Assessments in the Australian Prime Minister's Office. NDIC also provided copies to units deployed to Iraq.





Student Research

NDIC, through its Master of Science of Strategic Intelligence (MSSI) program, affords more than 645 graduate students the ability to produce theses that investigate important topics of concern to the country's national security efforts. The college's Center for Strategic Intelligence Research (MC-X) systematically publishes and disseminates noteworthy MSSI theses, showcasing the scholarship and very real contributions these students make to the IC.

The college's "Lessons Learned" compilation documents student theses that investigate current community practices and operations to continually update a bank of information, knowledge and perhaps even wisdom that is unequalled in depth and scope anywhere inside or outside the IC.

One of NDIC's greatest strengths is the ability it offers postgraduate students to conduct their research at the highest levels of national security classification. The top secret/codeword book "Underway - Making Way" presents pathfinding research by six Coast Guard master's candidates on intelligence issues of critical importance to the Coast Guard's future capabilities in defending the homeland and fighting the war on terrorism.

Supporting the EVOLVING NEEDS of Warfighters

By Stephanie H. Chang, CS

DIA analysts deployed to forward areas have seen warfighter needs evolve with their own eyes.

As a combat support agency, DIA's mission effectiveness depends on the ability to meet warfighter needs at both the strategic and tactical levels. As those needs evolve, the support DIA provides must also evolve.

Recent Iraq deployment experiences of personnel in the Directorate for Analysis (DI) demonstrated the need for faster turnaround, more actionable intelligence and ever-closer support. Supporting evolving operational requirements has been a challenging and rewarding experience for the analysts.

Naz Ahmed and Ann Talmadge, both analysts in the Joint Intelligence Task Force-Combating Terrorism (JITF-CT), joined counterparts within DIA and the intelligence community (IC) to support the Terrorism and Foreign Fighter Team at the Combined Intelligence Operations Center, Multi-National Force-Iraq (MNF-I). During their deployment they provided analysis to GEN David Petraeus,

MNF-I commander, on a frequent basis, offering both a national and regional view on the flow and activities of extremists around Iraq and assessing the effect of MNF-I and regional policies and actions.

Together Ahmed and Talmadge found a need for faster support that anticipated the decisions Petraeus needed to make. Ahmed described the customer demand as evolving toward "super" timely, more actionable analysis, identifying areas MNF-I could impact to improve the situation.

Talmadge agreed, saying the general wanted options to consider when it came to what "can stop or slow down the sectarian violence, support the Iraqi people in the political process, and enable Iraq to become a stronger country."

Ahmed and Talmadge's experiences are reflective of broader recommendations that have been made in various reports and studies of the IC in the post-Sept. 11 era, pointing out the need for more timely, actionable, predictive intelligence at all levels. DIA's Strategic Plan also recognizes the need to provide actionable intelligence to leaders and operators alike.

Tactical intelligence needs are changing too. Two relatively new concepts that evolved in the field are detainee operations and media exploitation. Every day operators detain suspected insurgents and terrorists. Those detainees must be debriefed and their information relayed to others who need it. Operators also obtain computers, disks and other electronic data sources, which need to be analyzed and the relevant data provided to those who need it. Forward-deployed analysts from JITF-CT now provide support in both of these areas.

JITF-CT Exploitation Division Chief Patrick Prior has seen an exponential growth in the demand for forward analyst support in both detainee operations and media exploitation in the seven years he's been with the agency. "The demand is ever increasing, it hasn't gone down once," Prior said. "The types of support we provide have grown as well."

The need for detainee operations and media exploitation outpaced the development of supporting processes at the Department of Defense level, and now those processes are maturing. Prior said he sees the potential for even greater integration in this symbiotic relationship. "The better support we can give the warfighters, the better information, the better the intelligence they can collect for us," he said.

Closer support means better support. SSG Tim Jones, who deployed with the Special Operations Task Force in central Iraq, believes that the close tactical support that analysts provide through deployment is absolutely necessary to supporting evolving customer needs. By being collocated with the customers, the analysts can respond immediately to specific customer requests. They can also help customers learn more about DIA and what the agency does.

Closer collaboration with customers makes DIA better. For the analysts, Jones believes the deployment experience is rewarding on both professional and personal levels.

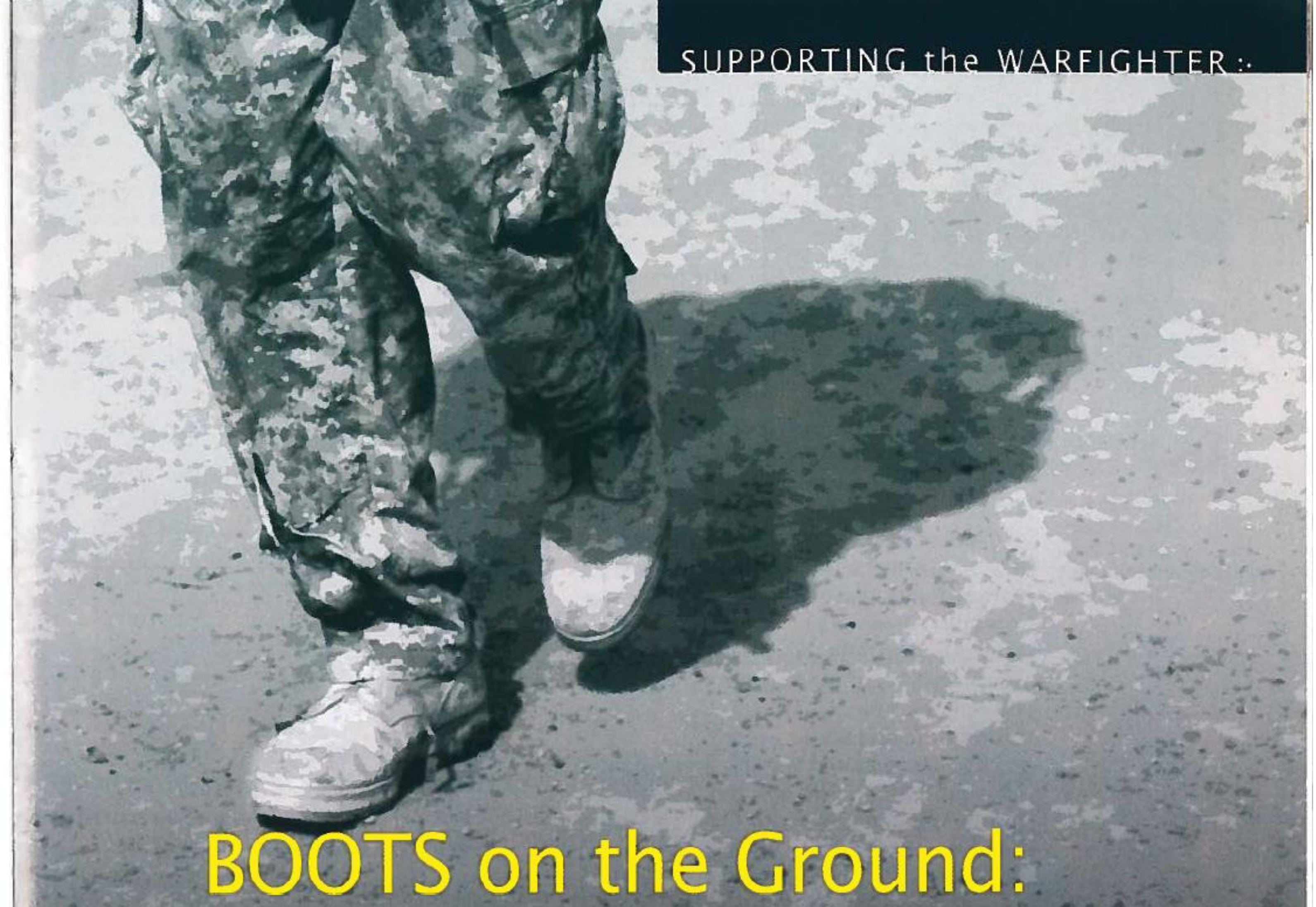
The Knowledge Lab is interested in learning about relationships with external organizations and sharing the findings with the work force. The lab has conducted a series of pilot projects in this area. To hear more about the evolving needs and operating environment of warfighters, look out for the upcoming speaker series. For more information, please contact the Knowledge Lab at (202) 231-3066.

Having directly responded to customer needs on the ground during deployment, JITF-CT analysts return with a better sense of what the customer needs are on the tactical level and are able to refine their products to better meet those needs.

Analysts who have deployed can also share their experiences with colleagues and play a mentorship role. In addition, since many forward support teams are interagency in makeup, analysts gain a broader IC perspective and develop professional relationships with interagency partners.

On the personal side, both Prior and Jones observed that it's very rewarding for the analysts to see their support to the warfighter leading directly to a capture, prevention of an attack or saving lives.

As the deployment experiences of these JITF-CT analysts demonstrate, DIA continues to evolve and adapt to meet warfighter needs at both strategic and tactical levels. For these analysts, supporting the evolving operational requirements through deployment has been a challenging and rewarding experience.



BOOTS on the Ground: NMEC Support to the WARFIGHTER

By Roy I. Apseloff, DH

The July 6 issuance of Intelligence Community Directive 302, Document and Media Exploitation established the director of national intelligence (DNI) policy and specified responsibilities for the oversight, management and implementation of national intelligence document and media exploitation (DOMEX) activities. Directive 302 codifies the National Media Exploitation Center's (NMEC) role in the intelligence community (IC), along with other IC elements involved in DOMEX activities, to ensure efficient and effective conduct of DOMEX responsibilities. The directive promotes integration and compatibility of IC DOMEX activities with other related national and defense efforts. NMEC will work to advance the IC's collective DOMEX capabilities on behalf of the DNI.

NMEC is charged with ensuring prompt and responsive DOMEX support to meet the needs of intelligence, defense, homeland security, law enforcement and other U.S. government consumers. This includes the provision of timely and accurate collection, processing, exploitation and dissemination consistent with the protection of intelligence sources and methods. Within the Department of Defense (DOD), NMEC provides support at both the tactical and operational levels to the warfigher, the operational commands and the senior DOD decision-makers.

Photo by Ken R. Gerhart, CP

Soldiers in Iraq sort through papers from Saddam Hussein's regime.

NMEC provides essential DOMEX support to our troops in combat theaters through deployed DOMEX centers known as joint document exploitation centers (JDECs). There are presently JDECs in both Iraq and Afghanistan and a larger, more capable center known as the Combined Media Processing Center in Doha, Qatar (CMPC-Q). These centers support current operations through the translation and exploitation of information found in documents and assorted electronic-storage media. When requirements exceed capabilities at the initial exploitation site, or when media contains esoteric language, the JDECs reach back to either CMPC-Q or NMEC headquarters and access a team of highly trained media exploitation experts for assistance. Utilizing state-of-the-art communications capabilities, JDECs and other customers can electronically transmit the documents and media to either CMPC-Q or NMEC headquarters for exploitation and analysis. Exploitation timelines have decreased dramatically since the beginning of the Global War on Terror.

Historically, JDECs served the front-line soldier as soon as operational requirements were identified. At the beginning of Operation Enduring Freedom in November 2001, a JDEC was established in Uzbekistan, later moving to Bagram Air Field, Afghanistan, in February 2002. Similarly in spring 2003, DIA established JDECs at Contingency Operating Base-North (COB-N) and COB-South in Iraq. These JDECs were subsequently moved to Baghdad and other locations within Iraq.

NMEC and its subsidiary organizations, JDECs and CMPC-Q, will continue to provide the warfighter with timely, responsive intelligence supporting tactical, operational and national information needs until the conclusion of this conflict. NMEC is proud to support our engaged combat forces, senior policymakers and leadership. Timely, actionable intelligence provided by NMEC and its subsidiary organizations has assisted in saving the lives of American, allied and coalition forces. Our forward deployed elements have a long history of directly supporting the warfighter and providing very unique media exploitation services.

> "NMEC is always looking for dedicated intelligence professionals willing to deploy forward or work at continental U.S.-based support locations."

Numerous opportunities exist for those who are interested in becoming a part of this team. NMEC is always looking for dedicated intelligence professionals willing to deploy forward or work at continental U.S.-based support locations. Recurring opportunities exist at our JDECs in Afghanistan and Iraq, and at CMPC-Q. If interested, our deployment managers can provide a wealth of DOMEX training to afford you a career-enhancing experience and an opportunity of a lifetime.

PROFILES

The Communiqué staff interviewed some of the agency's departing "legacies" and asked them to share their career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Sarah Moseley, associate editor of the Communiqué, at (703) 697-0297.

Michele O. PLATT

How long have you been in DIA, and where have you worked within the agency?

I've been with DIA for 20 years. In 1987 I was hired as a senior financial analyst in the Office of the Comptroller. My first assignment was financial manager for the human intelligence portfolio, and I later went on to be the deputy comptroller of DIA. In 1997 I was promoted to the senior executive ranks to head up financial management activities for the DoDIIS enterprise, and I went on to become the deputy for information management and chief information officer. In 2003 I became DIA's first chief financial executive where I was charged to consolidate and manage the General Defense Intelligence Program (GDIP) and all DIA financial management programs.

What are your fondest memories with the agency?

There are so many wonderful memories, however, all of them center on our people in DIA and throughout GDIP and the broader intelligence community. I continue to be impressed by the passion with which our employees approach their work. There is never a statement, "it can't be done," but rather a determination to overcome any obstacle — and there have been many — and provide the absolute best results no matter what personal sacrifices have to be made. DIA's global and highly diverse mission has offered me the opportunity to see our men and women at work around the globe, all connected and dedicated to protecting and serving our country.

What lessons did you learn throughout your career that you would pass on to others?

I've had the privilege of working for and with the finest leaders and work force our nation has to offer; they not only taught me about the mission and tasks, but their actions reinforced the values on which our country is founded. I hope I've been able to pass these along to the next generation. There are times when sacrifice is required because of the important work we do, but there is also a need for balance. Remember that the sky is the limit, and never lose your sense of humor!

What would you consider to be your greatest contribution to DIA?

Contributions I have made would never have happened without the help and encouragement of many outstanding colleagues and leaders. In earlier years, I was very frustrated, as were others, by the legacy business systems — the back office systems that enable our military operations in finance, acquisition, logistics, etc. We were a very homegrown and isolated organization until recently when we had an opportunity to modernize

Photo by Timothy I. Nowaczyk, FE

Members of DIA's resource management community gather for the first meeting of DIA's subchapter of the American Society of Military Comptrollers (ASMC). Read more about the ASMC in the Aug. 13 issue of the InterComm.

and get in line with the rest of the federal government. I feel great about the progress we've made and hope the reforms we've put in place will continue. We've implemented robust training programs for our financial personnel and established entry-level cooperative programs with the finest universities. Most recently, we received approval from the American Society of Military Comptrollers to establish a subchapter here at DIA — the training opportunities derived from this affiliation will build on our efforts toward continued growth and implementation of "best practices" across the enterprise.

Because of these improvements, DIA has been able to demonstrate the value of our agency programs. We've successfully secured increases in budget authority to support our mission requirements, linked the investments to the budget and enjoyed the best congressional marks in recent history — all testimony that we are justifying and spending the public funds for important national priorities. I am absolutely thrilled to have been a part of this significant progress we achieved.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

There are two major events, in my view: the end of the Cold War and Sept. 11. After the end of the Cold War and throughout the 1990s, there was an

BUILDING Tomorrow's FE through Co-Op

By Judi A. Brown, FE

As the chief financial executive, Michele Platt focused on current and future challenges for financial management at DIA and for the federal community as a whole. Faced with increasing emphasis on managing for results, enhanced financial reporting capacity and the need for professional succession planning, Platt made outreach to the next generation of experts a top priority. In partnership with DIA's Directorate for Human Capital (HC), her office created a co-op program as an ideal source for tomorrow's DIA financial work force.

Beginning in 2005 the Office of the Chief Financial Executive (FE) reached out to recruit students from Northeastern University for a professional education program designed to develop financial management skills. High-performing juniors and seniors are selected to alternate six-month sessions of work and study. At DIA, co-op students work closely with supervisors and mentors and make positive, substantial contributions to the mission. They are guided by individual training and work plans that give formal structure to the co-op assignment, as well as a means of assessing performance.

Co-op students are supporting high-priority initiatives, including the Chief Financial Officers Act compliance, DIA's transition to a new financial system, and projects related to resource realignment

expected "peace dividend" in terms of the amount of resources dedicated to combating our enemies. We were challenged to "do more with less" as there was an urgent need to transform our defensive posture and supporting intelligence capabilities to meet new and evolving challenges during a period of austere budgets. We began to talk about the enterprise and consolidated some activities, and there was significant progress in the information technology world with the birth of DoDIIS and JWICS.

The horrific events of Sept. 11 had a tremendous impact on all of us, personally and professionally. As we grieved for our fallen citizens, especially our seven colleagues from DIA, we had to work quickly and effectively, transform faster, and redesign many of our processes and methods that had met our needs for decades. DIA suddenly became a deploying agency and our employees had to mobilize in many corners of the world, some of them very dangerous. The outstanding performance of our work force, whether engaged in operations or intelligence support functions, has significantly contributed to improving critical mission capabilities across the intelligence enterprise.

Do you have any final words of wisdom you would like to share before you part from DIA?

DIA is a great place to work with a leadership team committed to continued success in support of our nation's goals and priorities. A career in our business is a way of life, not just a job. Remember, it is a privilege to be part of this important enterprise. Keep your eye on the ball, never stop learning and set your goals as high as you can — you will be astounded at what can be achieved.

and related efficiencies. The students are producing real results and earning real praise for jobs well done.

The program is starting to bear fruit and has caught the attention of managers across the agency, with other directorates developing plans for their own co-op programs. The possibilities for expansion are limitless and future prospects for co-ops at DIA are looking brighter every day.

INTELLIGENCE AG

FE leaders with co-op students and Financial Management Leadership Program participants.

Photo by Matthew J. Phillips, FE

Helmut SCHWAIGER

How long have you been with DIA, and where have you worked within the agency?

I have been with DIA as a chauffeur in the Vienna, Austria, Defense Attaché Office (DAO) for 15 years. I first began working for the U.S. Embassy in Vienna in January 1983 as a chauffeur in the embassy's General Services Office (GSO). I transferred to the embassy mailroom in May 1991 and began working for the DAO as a chauffeur in June 1992. As the only DAO chauffeur, I had the pleasure of meeting many U.S. and foreign government officials, military officers and non-commissioned officers.

Photo submitted by DH

Helmut Schwaiger, left, with COL Stefan Aubrey, U.S. defense attaché, during the U.S. presidential visit to Vienna during the European Union Summit in June 2006.

What are your fondest memories of the agency?

My greatest memories working with the DAO are the opportunities to attend various military ceremonies and functions. The largest of which is an annual ceremony commemorating the liberation of the Mauthausen Concentration Camp by the 26th Yankee Infantry Division and 11th Armored Division on May 5, 1945. I've met both visiting liberators and prisoners, talked to them about their experiences and witnessed the emotions that surface from the event.

What lessons did you learn throughout your career that you would pass on to others?

An important lesson that I've learned early in my career is that even as a driver, there is an unrealized representational function that comes with the job. At all times punctuality, appearance and attitude must be at a professional level. The DAO is not only judged by the professionalism of the attachés, but all who work within the office. Remember that you only have one chance for a good first impression. By having a professional appearance, a can-do attitude and willingness to get the job done right, you'll present a positive image of yourself and your agency.

What would you consider to be your greatest contribution to DIA?

I think that my greatest contributions to the DAO as a driver are a combination of knowing the local area, easily communicating in German and English, and being able to work extended hours in the evenings and weekends. These attributes were instrumental in coordinating and planning timelines for events and maximizing efficiency.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

The biggest change and impact in the DAO were the stricter regulations within DIA. There were implementations for new driving logs that required the entry of locations, passengers and times of drives, posing a potential security issue should a vehicle be broken into. Another change affected the handling of spouses. In the past, spouses were always picked up at the residence for an official function. Now they have to either meet us at the event or the embassy — making their attendance sometimes inconvenient and potentially making us come across as impolite toward the spouses.

Do you have any final words of wisdom you would like to share before you depart DIA?

The only thing constant in life is change. We live and work in an environment in which we have to adapt constantly

and overcome changes. However, these changes are the product of individuals coming up with better ways of doing business. In your day-to-day activities, take some time to think of ways to make your efforts more efficient and productive — never be afraid to work toward making things better.

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Phyllis P. SYKES

Photo by Sarah E. Moseley, CP

How long have you been with DIA, and where have you worked within the agency?

I have been at DIA for 20 years. I came to DIA as the director of admissions in what is now the National Defense Intelligence College (NDIC). I changed careers and moved to the Diversity Management and Equal Opportunity Office, now the Equal Opportunity Office (EO), to develop DIA's first diversity management training program when the diversity function was newly established. Several years after completing a master's in applied behavioral science, concentrating on organization development, through DIA's Full-Time Study Program, I moved to the Joint Intelligence Task Force-Combating Terrorism (JITF-CT) as an organization development consultant. My final positions were in the newly established Directorate for Human Capital (HC), from which I offered organization development consulting services to various directorates.

What are your fondest memories with the agency?

My fondest memories of the agency are many. What first came to mind were the days and months after Sept. 11 and the level of compassion, caring and love that the DIA work force and leadership showed to the families of the DIA victims. Although it was a tragic and terrible time, our compassion was memorable. DIA really pulled together as an agency and did whatever it took to make sure the families were cared for. From the large amount of money we raised for the Combined Federal Campaign, to the heart-wrenching movie created by our videographers, DIA outdid itself.

What lessons did you learn throughout your career that you would pass on to others?

I learned many important lessons during my career. It is important to remain laser-beam focused each day on accomplishing the goals of the agency. Make sure you can make a big difference wherever you work and be mindful of the legacy you can leave in that organization. The relationships you build with colleagues will serve you both well throughout your careers. Continuous learning is imperative — without it you will become obsolete. Always, always ensure that your actions and decisions align with integrity, honesty and consideration for others and that you would be proud for the world to know about them.

What would you consider to be your greatest contribution to DIA?

I think my greatest contribution to DIA has been the application of my people skills to help leaders achieve organizational goals and my mentoring of many young DIA employees, which has

helped them find their place at DIA.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

By far, Sept. 11. The changes that took place at DIA after Sept. 11 were radical and rapid. We are now a deploying agency, we have grown beyond our capacity and our footprint has expanded well beyond the Beltway.

Do you have any final words of wisdom you would like to share before you part from DIA?

I would encourage every DIA employee to contribute to DIA's mission by working in a variety of directorates, working in many of our locations throughout the world, applying your current skills to a new career field and/or in a new organization or job, going on rotations, taking risks and frequently doing something new. You can become an invaluable resource to any directorate by increasing your skill set and knowledge of many functions within the agency.

DIA is an incredibly complex organization that can appear incredibly simple if you stay put in the same place. I challenge you to scratch below the surface and discover the wonders that await you when you step away from your comfort zone. DIA can offer you experiences that will transform you into a new and improved person — if you take advantage of them.

DIA employees are amazing people with a plethora of talents, interests and accomplishments that are often overlooked due to the press of business. Take time to get to know each other. Work relationships will be better for it and you might be surprised at how much easier it is to get your mission accomplished with the support of others you know and can trust.

Make sure you achieve a healthy balance between work and home — DIA and you will be better for it!

DIA Police Officer Teaches Law Enforcement to Iraqis

By the Protective Services Division, DA

During an Army Reserve deployment to Iraq in May 2005, Anthony Simpson, a police officer with the DIA Protective Services Division (DAC-4), had the opportunity to use his knowledge of law enforcement to help Iraqis train to become military police (MP) officers.

While in Iraq, Simpson set about establishing an Iraqi military police school at An Numaniyah Airfield. About 180 miles south of Baghdad, An Numaniyah is an Iraqi military installation that houses approximately 5,000 Iraqi soldiers and 75 coalition personnel.

"The overall mission there was to establish and train one MP company for each of the 10 Iraqi Army divisions," Simpson said. "The Iraqi soldiers were the same troops that had previously been used by Saddam Hussein as discipline squads. They were going to receive training in state-of-the-art law enforcement as well as proper handling of POW's."

Simpson worked with his staff to develop the course curriculum in both English and Arabic and kicked off the pilot course in just three months. Once the program started moving forward, Simpson recognized he would need a professional cadre of Iraqi instructors to facilitate and assist in training efforts.

"We used material from several prominent U.S.-based instruction courses and developed a one-week instructor training course in which our staff trained over 30 Iraqi army instructors," Simpson said. "By December 2005 there were at least two Iraqi instructors assisting in every classroom."

When Simpson left Baghdad in June 2006, the school he helped establish was up and running. Within a year, the school had trained more than 3,000 Iraqi Army soldiers as military police officers, preparing them to conduct enemy prisoner of war operations.

Simpson serves with the U.S. Army Reserve as part of the 418th Military Police Battalion, Arlington, Va. He was awarded the Bronze Star Medal for his achievements in Iraq.

He joined DIA as a police officer with DAC-4 in June 2004. In February he was promoted to the rank of sergeant. He currently serves in the Directorate for Mission Services (DA), as the day-watch training sergeant to provide training and guidance to DIA's police force.

Iraqi military police students receive initial training in a classroom at An Numaniyah Airfield, Iraq.

Photo by Anthony L. Simpson, DA

Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in June & July 2007

By the Office of Human Resources, HC

Civilian Retirements

Anne D. Alexander, FE
Francisco A. Alvarado, DS
Christine A. Arends, DS
Gerald R. Ash, DS
Edward J. Barnes, DS
Sandra K. Bell, DS
Robert G. Betz, DI
Ossie W. Brady, DI
Regina D. Bruce, DS
Richard L. Burton, DI
Bettye F. Comstock, DI
David J. Foley, IG
Margaret E. Fraga, DS
William J. Hacker, DS
Janice M. Hallsten, DA
Marsha L. Hart, DT
Denise L. Hodges, DS
Bruce A. Hoffer, DI
Janet K. Johnson, DS
Margaret E. Jones, DS
Francis D. Jordan, CP
Bruce P. Keene, DS
Cora B. Kline, DS
Calvin Lau, DS
Gary C. Lepore, DS
William E. Livengood, DS
Howard F. MacDonald, DA
Kathleen F. Marlow, DS
Philip S. Mershon, DH
Carol K. Miura, DS
Edward Morgan, DS
Pearl S. Nye, DS
James K. Oshita, DS
Rose M. Perkins, HC
David D. Pettaway, DS
Donald R. Rentschler, FE
Thomas J. Roberts, DS
Phillip L. Shuman, DS
Phyllis P. Sykes, HC
Glenn K. Takanishi, DS
Artis L. Thorne, DS
Raymond O. Webb, DI
Timothy N. West, DS
Patricia A. Wideman, DS
Carol G. Withrow, DS
Hazel P. Wood, DS

Employee Celebrating 45 Years Federal Service

Carl D. Edwards, AE

Employees Celebrating 40 Years Federal Service

Sharon R. Dove, DI
William E. Ellis, DI
Wanda J. Mikovch, CE
Charles P. Price, DI
Donald H. St. John, DI
Russell P. Vaughan, DI

Employees Celebrating 35 Years Federal Service

Patrice L. Brown, DS
Dennis E. Butcher, DI
John J. Geiman, DH
Brenda E. Griffith, DS
Mary B. Gross, DA
Michael B. Hale, HC
Patrick T. Kress, J2
Marlene E. Weaver, DH
Louise F. Young, FE

Employees Celebrating 30 Years Federal Service

Jeffrey L. Baker, HM
Victoria M. Brower, J2
John F. Breeden, DI
Eileen C. Broady, AE
Michael S. Celentano, DH
Daniel A. Fournie, DI
Sandra R. Hill, DA
Christopher J. Irby, DA
George A. Peirce, GC
Charles D. Wardle, DS
Robert M. Weber, DT
Arthur A. Zuehlke Jr., DT

Employees Celebrating 25 Years Federal Service

Eugene C. Ashby Jr., DI
Cindy R. Billot, DJ
Paul A. Chavez, DS
Larry M. Davis, DI
Mary M. Fulginiti, DS
Martin A. Heights, DH
Dan W. Jennings, DS
Debra H. Kaneshiro, DS
Ae S. Pray, DI
Audrey J. Reynolds, DI
David J. Russell, HC
Carlton R. Smith, J2
Davie E. Smith, DI
George O. Swanson, DI
Michael B. Szwed, AE
Grace N. Tanaka, DS
Wanda E. Walker, HC
Gerald M. Ward, DA

Employees Celebrating 20 Years Federal Service

Richard B. Askenazy, DI
LaMarie V. Bruce, DS
Chloe M. Burke, DH
April M. Cartwell, DH
Ronald P. Christman Jr., DI
Sara J. Coll, DH
Cheryl A. Cross-Davison, DS
Daniel J. Dawson, DJ
Ferdinand M. De La Paz, DS
Kiesha D. Dickens, HC
Tracy C. Dicks, DS
Jo-Ann J. Dominique, DI
Michael J. Friedman, FE
Suzette M. Giroux, HC
Dionne M. Graham, DA
Hilda M. Green, DA
Walter S. Grudzinski, DH
Jon M. Hall, DI
Gabriella L. Hellum, DH
Brooks G. Howard, DH
Felicia H. Kaeppel, DI
Gwen E. Kapp, FE
April L. Kutzleb, DS
Judy L. Landwing, DS
David M. Mason, DS
Kimberly M. Mason, DS
Gary J. Mazur, J2
James L. McNeely, DI
Nancy J. Piotter, DI
Nikko M. Price, CE
Tennyson L. Price, DA
Charles A. Pullen, DH
Sheila A. Ramsey Pradier, HC
Donald R. Rentschler, FE
Eugene A. Rodgers, DT
Pamela F. Stewart, DS
Teresita B. Tumbaga, HC
Tonya Y. Turner, DS
Scott D. Ward, DH
Douglas A. Washburn, DI
Chiquita L. Weaver, DI
Tolbert A. Williams, DI
Wendell S. Williams, HC

Employees Celebrating 15 Years Federal Service

Terry E. Bathen, GC
Rona S. Brownridge, DI
Lisa M. Christen, DI
Roger A. Conatser, DH
Richard Diaz, DH
Jacky L. Hardy, DI
Paul S. Hinch, DS
Eric Mastrounni, DH
Steven L. Moore, DI
Marshall J. Murphy, DH
Charlesanna Osborne, FE
Wayne E. Pickard, DH
Bryant D. Thornton, DS
Vance K. Victorino, DS
Charles W. Walker Jr., DT

Employees Celebrating 10 Years Federal Service

Scott J. Crivelli, HM
Adriane A. deSavorgnani, DH
Mark A. Emmons, DI
Brian V. Farrell, DH
Kenneth A. Haglan, DI
Robert A. Harris, DI
Jasmine J. Hughes, HC
Sean R. Keaveney, DI
Louis B. Knecht, DA
Melodie N. Moore, DI
Adam L. Nimrod, DT
Thomas R. Redmon Jr., DA
Alan R. Schmidt, DI
Bradford E. Szathmary, DI
Jeffrey B. Thompson, DI
Reginald F. Turner, DA
Karalt D. Webb, DI
Nicholas J. Wood, DH
Abraham A. Yancey, DH

DIA Promotions to DISES

Daniel J. Dawson, DJ
Mary E. Quinn, DJ

DIA Promotion to DISL

Martha E. Duncan, HM
Donald N. Gerhart, FE
Randy K. Jones, DI
Richard C. Kline, DI
Christina A. Monaco, FE

DIA Promotions to GG-15

Laura B. Aiello, DT
Stephen S. Allan, DA
Scott Carfine, DH
Christopher L. Diez, CS
Mark K. Harrison, CE
June E. Kelly, FE
Eric J. Kravchick, FE
David R. Lessard, DI
Damon C. Lomison, DI
Bruce M. MacKay, HM
Steven W. Moser, DA
David M. Nussbaum, DS
Douglas P. Pulzone, DA
Garnet Smith, FE
Anita Y. Spain-Jones, FE
Henry F. Wozniak, FE

DIA Promotions to GG-14

Spencer Brown, DS
Janet S. Brubaker, DI
James E. Buck, DI
Ruben R. Cabases, DH
Amy E. Carskadon, DI
Lynne M. Champion, IG
Alexander H. Edwards, DH
Abigal M. Fick, HC
Gloria Freund, DJ
David E. Frick, AE
Steven B. Gershman, AE
Peter J. Grimm, DI
Melinda M. Hayman-Kinsley, DI
Pamela A. Hoss, DT
Elton L. Howell, IG
John B. Hunter, DI
Tomasi Kaulave, DJ
Keith D. Koester, DI
Jessica T. Larsen, DI
Christopher P. Linke, DI
Erik D. Loe, DI
Baylen K. Looney, DJ
Allen A. Macurdy, DH
Michael R. Madison, DH
Francine D. Martin, HC
Jeremy D. Martinez, DI
Kathleen S. McKeown, DI
Jacob P. Merciez, DT
David A. Miller, DS
Melanie Y. Moore, AE
Timothy J. Murphy, DT
Jeffery Nelius, DH
Erik A. Olson, DI
Wayne E. Pickard, DH
Jeffrey B. Pursch, DH
David C. Raver, DT
Ronald J. Ringuette, DI
June A. Slayton, HC
Melvin E. Smith Jr., EO
Rico A. Soto, DH
Kelly C. Thomas, DH
Monica Z. Thomas, DH
Suzanna C. Tischler, HC
Robert J. Wayland, DH
Frank P. Williams, DI
Jennifer S. Yeager, DI
Clay C. Youmans, DI

DIA Promotions to GG-13

Naz Ahmed, DI
Russell R. Aquino, DH
Elena A. Asban, DI
Claire L. Ayhan, FE
Christie L. Batten, DI
Alexandria P. Beal, DH
Daneta G. Billau, DA
Paula J. Castro, DA
Susan A. Corbett, DA
Eric J. Druxman, DI
Tara E. Edlund, DI
Christopher A. Ellis, DI
Jimmy L. Guy Jr., DH
Julie C. Harbour, DI
Megan Hassett, HM
Nathaniel H. Hill, DI
Darrell W. Hollowell, DH
John M. Horton, DI
Matthew R. Jacques, DH
Parker M. Kurtz, DH
Lareina M. Latimer, DI
Emily R. Lubkin, FE
Ronald G. Martin, DA
Michael C. Marynowski, DA
Richard G. Mathews, DH
Brian K. McAdams, DI
Brandon P. McGowan, DI
Nicole M. Morgan, DH
Brett M. Nelson Jr., DH
Terri L. Otto, DH
Michael E. Preston, DH
Michael F. Scullin, DI
Kelly K. Slattery, DI
Brian C. Smith, DT
Jennifer L. Snellings, IE
Andrew I. Staller, DI
Edgar P. Tam, DH
Bonnie L. Tayman, HC
Christopher Thorpe, DA
Martin L. Underhill, DH
Sejal B. Vira, DI
Laurie L. Weisser, DI

A higher form of communication.

InterCOMM

View the latest edition on the DIA Internal Communications Web page

DIA Promotions to GG-12

Victoria R. Baker, DH
Emil P. Boudreau, DA
David P. Brumbaugh, DI
Penney S. Burrows, DH
Amy M. Campbell, DI
Cooper P. Carter, FE
Janet L. Cavanaugh, J2
Anna F. Clark, DH
Cletus A. Dailey, DS
Joseph D. Disalvo Jr., DS
James M. Dumas, DI
Tiffany Eppelheimer, DI
Deborah S. Flashenberg, DH
Andrew C. Franks, DH
Donald D. Giannangeli III, DI
Chelesa M. Gibbs, DH
Cleta A. Gray, CS
Gregory M. Hammonds, HC
Ruby J. Hawthorne, DH
Adam L. Johe, DI
Deborah S. Jones, DH
JoAnn Kohlbrand, DI
Jason Larson, DI
Patrick J. Lee, J2
Christopher J. Leitzke, FE
Sharon H. Malloy, DA
Justin S. Mankin, DI
Carolyn L. Marshall, DI
Leigh A. Moore, DH
Michael T. Nguyen, DI
Roy A. Niles, AE
Moira S. Quentin, HC
Katherine E. Rahmlow, DI
Erik S. Rayner, DH
Kevin S. Reston, DH
Cassandra N. Sessions, DH
Patrick E. Sinaguinan, DI
Sarah A. Staton, DI
Nancy D. Swartout, DH
Patrick M. Tatum Sr., DH
Jose R. Urbina, DH
Teresa M. Winder, DH
Lori E. Young, DH
Rachel K. Ziegler, DI

DIA Promotions to GG-11

Fredesvinda Adams, DA
Lisa A. Akins, CP
Jean C. Armon, DH
Thomas G. Ayers, DI
Nancy J. Baugh, AE
Terrence E. Bishop, DH
Mary E. Connors, DH
Edwina D. Crable, FE
Amanda B. Dionne, HC
Ashly S. Flint, DS
Jason C. Haddix, DS
James E. Hall Jr., DA
Kristen F. Hinman, DA
Daniel T. Jackson, DH
Vaughn W. Jacobs, DH
Jennifer P. Jones, DI
Phillip T. Kelly, DH
Jocelyn D. Knight, DI
Shana R. Kurata, DI
Joshua H. Kwicinski, DI
Dante E. Mason, DH
Rubin Melton, IG
Kenneth D. Metzler, DS
Vitaliy V. Mikhaylov, DT
Jessica L. Morgia, DI
Tonyia M. Nesmith, DH
Marie M. Nonord, DT
Donesha B. Powell, DT
Robin M. Rouse, DH
Sean P. Seeley, DI
Dennis W. Shannon, DH
Tonya Y. Turner, DS
Charles A. Warren, DH
Darren A. West, DI
Debra E. Williams, DI
Stacy L. Williamson, HC

DIA Promotions to GG-10

Valeria B. Armstrong, DA
Derek J. Child, DA
Michael P. de la Fuente, DI
Diana R. Farris, DT
Karla J. Herdzik, DI
Lolita R. Homer, J2
Raynese Y. Hopkins, FE
Lydia Lopez-Bolden, DI
Nancy P. Megas, FE
Francis M. Mota, DH
Richard D. Owoh, DA
Katherine E. Petek, AE
Francis E. Pose, DH
Maurice J. Robinson, DH
Maria Roman, DI
Oubai M. Shahbandar, DI
Benson J. Stclair, DH
Dorothy C. Waltz, DH
Lynnae D. Williams, DI

DIA Promotions to GG-09

Geoffrey L. Atkeisson, DI
Brandon L. Carlson, DS
Lucille G. Dillon, DH
Keith F. Dyson, DH
Lisa M. Egan, DI
Riley C. Freelove, DI
Josephine L. Goddard, DH
Melissa L. Hill, HC
Nadeem Iqbal, DI
Liliya M. Levina, FE
Steven D. Maxwell, DH
Brody G. Mcdowell, DH
Parker J. Mcmillian, DH
ZacLyn V. Miller, DI
Kristy M. Nottingham, J2
Jennifer Oxley, DS
Jodie D. Rosenbloom, DI
Brenda D. Smith, DI
Cameron A. Watkins, DI
Gary P. Wolfe II, DI

DIA Promotions to GG-08

Thomas K. Baker, DI
Jarod L. Bullock, DI
Jennifer A. Carlson, FE
Jason L. Ellis, DI
Teresa G. Morgan, DA
Rachel V. Patton, DI
Chasen Thoennes, DI

DIA Promotions to GG-07

Thomas E. Jones Jr., DA
Heather M. Santagata, FE
Brittney Y. Vinson, DS
Dana S. Young, DA

DIA Promotion to GG-06

Patrick J. Adams, FE

Army Promotions

LTC Willie J. Flucker, DI
SFC Wendy M. Proctor, HC
SSG Quentin D. Jackson, HC
SSG Chucky L. Smiley, DI

Air Force Promotions

Col Vincent T. Jovene Jr., DH
Lt Col Michael J. Norkus, DJ
Lt Col Anne K. Blas, MC
MSgt Joy Gregor, DH
TSgt Heather M. Browning, DH
TSgt Brian Mayberry, DH
TSgt Alan Thereault, DH
TSgt Jean S. Todd, DH

Navy Promotion

CDR Gregory J. Ridolfi, DH

on the HORIZON

events for OCTOBER & NOVEMBER 2007

October

National Disability Employment Awareness Month

Sept. 15 – Oct. 15 National Hispanic Heritage Month

Oct. 8 Columbus Day Observed

Oct. 9 DIAC In the Bag Vendor's Fair, 10 a.m. to 2 p.m., Solarium and Cafeteria

Oct. 11 Communications Board Meeting, noon to 1 p.m., Pentagon

Oct. 16 National Boss Day

Oct. 24 DIAC Has Sheets Vendor's Fair, 10 a.m. to 2 p.m., Solarium and Cafeteria

Oct. 18 Crossing Boundaries, noon to 1 p.m., Tighe Auditorium and VTC

Oct. 30 Recognition of Excellence event, 1:30 p.m., Tighe Auditorium

Oct. 30 Combined Federal Campaign Care Fair, 9 a.m. to 2 p.m., DIAC Expansion Lobby

Oct. 31 Halloween

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November

National American Indian Heritage Month

Nov. 1 All Saint's Day

Nov. 1 - 2 DIAC Vendor's Fair, 10 a.m. to 2 p.m., Solarium and Cafeteria

Nov. 4 Daylight Savings Time Ends

YOU CAN'T STOP TIME...

Nov. 8 Communications Board Meeting, 11:30 a.m. to 12:30, DIAC

Nov. 12 Veterans Day Observed

Nov. 14 Annual Services Turkey Bowl, 8 a.m., Bolling Air Force Base Ball Field

Nov 16 DIAC Tailgate Party for Washington Redskins vs. Dallas Cowboys, 11 a.m., Solarium and Cafeteria

Nov. 22 Thanksgiving Day

Nov. 29 Recognition of Excellence event, 1:30 p.m., Tighe Auditorium

For further information or updates concerning these events, please refer to the Internal Communications Web site.

Mark your calendar for the 2007 Combined Federal Campaign kick off on Sept. 28, from 10:30 to 11:30 a.m., in the Tighe Auditorium!

DIA Remembers

SEPTEMBER
11

ROSA M. CHAPA

SANDRA N. FOSTER

ROBERT J. HYMEL

SHELLEY A. MARSHALL

PATRICIA E. MICKLEY

CHARLES E. SABIN

KARL W. TEEPE